

## WORK SESSION AGENDA

CITY COUNCIL WORK SESSION  
TUESDAY  
FEBRUARY 25, 2025

COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE  
3:00 P.M.

All City Council Meetings are live streamed on the city's YouTube page  
(<https://www.youtube.com/@FlagstaffCityGovernment>)

### **\*\*\*PUBLIC COMMENT\*\*\***

Verbal public comments not related to items appearing on the posted agenda may be provided during the "Open Call to the Public" at the beginning and end of the meeting and may only be provided in person.

Verbal public comments related to items appearing on the posted agenda may be given in person or online and will be taken at the time the item is discussed.

To provide online verbal comment on an item that appears on the posted agenda, use the link below.

### [ONLINE VERBAL PUBLIC COMMENT](#)

Written comments may be submitted to [publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov). All comments submitted via email will be considered written comments and will be documented in the record as such.

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#### 1. Call to Order

#### NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

*Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

#### 2. Roll Call

*NOTE: One or more Councilmembers may be in attendance through other technological means.*

MAYOR DAGGETT  
VICE MAYOR SWEET  
COUNCILMEMBER ASLAN  
COUNCILMEMBER GARCIA

COUNCILMEMBER HOUSE  
COUNCILMEMBER MATTHEWS  
COUNCILMEMBER SPENCE

#### 3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

##### **MISSION STATEMENT**

*The mission of the City of Flagstaff is to protect and enhance the quality of life for all.*

##### **LAND ACKNOWLEDGEMENT**

*The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.*

**4. Open Call to the Public**

*Open Call to the Public enables the public to address the Council about an item that is not on the prepared agenda. Comments relating to items that are on the agenda will be taken at the time that the item is discussed. Open Call to the Public appears on the agenda twice, at the beginning and at the end. The total time allotted for the first Open Call to the Public is 30 minutes; any additional comments will be held until the second Open Call to the Public.*

*If you wish to address the Council in person at today's meeting, please complete a comment card and submit it to the recording clerk as soon as possible. Your name will be called when it is your turn to speak. You may address the Council up to three times throughout the meeting, including comments made during Open Call to the Public and Public Comment. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

**5. Review of Draft Agenda for the March 4, 2025 City Council Meeting**

*Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.*

**6. February Work Anniversaries**

Recognition of employees celebrating work anniversaries in February.

**7. City Manager Report**

Information Only.

**8. Route 66 Centennial Celebration Plans**

Information Only.

**9. USDA Urban Agriculture and Innovative Production Grant Update: Phase 2 Community Conversations**

Information Only.

**10. U.S. Department of Treasury, American Rescue Plan Act (ARPA), Local Recovery Fund Update**

City staff will provide an update on the ARPA and Non-Federal ARPA Coronavirus Local Fiscal Recovery Funds.

**11. Overview of the Water Services Division and a Water Resources & Conservation Update**

New City Council members will get a short overview of the Water Services Division, followed by an overview of the operations of the Water Resources & Conservation section. This item is for discussion only, no council action is required.

**12. Presentation and Discussion on an Opportunity to Expand Housing Choice Voucher Program Resources by Accepting a Voluntary Program Transfer From the City of Williams**

Discussion of the proposed opportunity and direction from Council.



13. Open Call to the Public

14. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests

15. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on \_\_\_\_\_, at \_\_\_\_\_ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at [stacy.saltzburg@flagstaffaz.gov](mailto:stacy.saltzburg@flagstaffaz.gov) to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Georganna Staskey, Deputy City Clerk  
**Date:** 02/18/2025  
**Meeting Date:** 02/25/2025



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**TITLE:**  
**February Work Anniversaries**

**DESIRED OUTCOME:**  
Recognition of employees celebrating work anniversaries in February.

**Executive Summary:**

**Information:**


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**Attachments:** Presentation



- Carter Sparks, Recreation Assistant
- Patrick Staskey, Street Operations Technician II
- Marisa Miller, Sustainability Administrative Specialist
- Sarah Holditch, Events & Marketing Coordinator
- Skylar Catania, Recreation Assistant



- 
- Kaiya Weaver, Police Emergency Communications Specialist
  - Phineas Shroufe, Recreation Assistant
  - Skylar Kline, Lifeguard
  - Jennifer Brown, Public Works Section Director
  - Jeffrey Dorman, Licensing Specialist
  - Harry MacGregor, Project Manager Senior





Brian Gall  
Airport Director  
5<sup>th</sup> Anniversary



Jana Weldon  
Beautification, Arts & Sciences Manager  
5<sup>th</sup> Anniversary





Rose Toehe  
Indigenous Affairs Administrator  
5<sup>th</sup> Anniversary





Jessica Herbel  
Recreation Official I  
5<sup>th</sup> Anniversary



Breanna O'Connor  
Firefighter Paramedic  
10<sup>th</sup> Anniversary





**Pedro Sanchez III has worked for the Flagstaff Police Department for 25 years! He just entered the drop program and plans to do another 5 years before retiring for good. He was born and raised in Flagstaff and went to Coconino High School. Pedro had always wanted to be a police officer since he was very young. He started with the Flagstaff Police Department in February of 2000. Throughout his career he became a Field Training Officer and helped train new officers. He was a School Resource Officer and taught the DARE and GREAT programs in the middle and elementary schools. He became a Motor Officer and worked on the Traffic Unit for several years. Pedro is currently assigned to the Flagstaff Airport and plans to finish his career there. Pedro has been supported by the love of his life, Stephanie, and his two daughters. Pedro loves to fish and his hobbies include storage unit auctions, garage and yard sales and a few hours at the Casino. During the next five years, Pedro plans to find his retirement house in a nice beach town on the East Coast. Thanks for 25 years Pedro!**



**Pedro Sanchez  
Police Officer  
25<sup>th</sup> Anniversary**



**Jeff is a valuable resource for the City and without him, the City would not be where it is today with regards to Transportation issues. He has given of himself to the City and for the past 25 years, and the City is better off because of that. He provides great support and mentorship to those he works with. Most of all, Jeff is a great friend and is always ready to try a new recipe for a dessert or dish to share with the office. Some of the key transportation items include:**

- **Wayside Horns and Quiet Zones**
- **Several iterations of the Engineering Standards**
- **Partnered with ADOT on State and City roadways in FLG**
- **Planned and delivered projects in partnership with the Transportation Commission**
- **Researched and introduced traffic roundabouts**
- **Forefront of implementing complete streets**
- **Developed the Active Transportation Master Plan**
- **Projects and policies with partners like ADOT, MetroPlan and Mountain Line**



**Jeffrey Bauman**  
**Transportation Director/**  
**Traffic Engineer**  
**25<sup>th</sup> Anniversary**



**CONGRATULATIONS**





**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Georganna Staskey, Deputy City Clerk  
**Date:** 02/18/2025  
**Meeting Date:** 02/25/2025



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**TITLE:**  
**City Manager Report**

**DESIRED OUTCOME:**  
Information Only.

**Executive Summary:**

These reports will be included in the City Council packet for regularly scheduled Work Session meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization.

**\*\*\*The report will be provided in advance of the meeting\*\*\***

**Information:**

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**Attachments:**

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Heidi Hansen, Economic Vitality Director  
**Date:** 02/13/2025  
**Meeting Date:** 02/25/2025




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**TITLE:**  
**Route 66 Centennial Celebration Plans**

**DESIRED OUTCOME:**  
 Information Only.

### Executive Summary:

Route 66 will be celebrating 100 years on 11/11/26. The route runs through eight states; Illinois, Missouri, Kansas, Oklahoma, Texas, New Mexico, California, and Arizona. Flagstaff, Arizona serves 14.2 miles of the 401 miles in Arizona. Our value proposition is - Flagstaff is the only 7,000-foot elevation, pine fresh, dark-sky city on the Mother Road. Reason to celebrate this Centennial is because it's a must-see experience by not only locals but visitors from all over the globe. The Mother Road draws a huge international interest and we will use this fact to encourage increased visitation for the betterment of our community and businesses.

The term "Mother Road" for Route 66 originated in John Steinbeck's 1939 novel, *The Grapes of Wrath*. He called it "the Mother Road, the road of flight" to highlight how the road provided refuge for people displaced by the Great Depression and the Dust Bowl. Route 66 was a popular route for cross-country road trips after World War II. The road was lined with motels, diners, gas stations, and roadside attractions. In the 1950s the Federal Highway Administration began building interstates that would eventually replace Route 66, such as the I-10 and I-40. Route 66 was officially removed from the U.S. Highway System in 1985. However, sections of the original road exist and many states, cities, and groups work to preserve the route. The popular 2006 Disney movie, *Cars*, took a lot of its inspiration from the historic Route 66.

The Arizona Department of Transportation (ADOT) is also involved in the Route 66 Centennial celebrations with our internal team and through the Arizona Historic Route 66 Corridor Management Plan that guides the future preservation and enhancement of this historic roadway.

The Museum Club (dating back to 1918), Miz Zips Cafe, Flagstaff Visitor Center, Motel DuBeau Travelers Inn, and many other buildings are part of the Mother Road history with the very popular Mother Road Brewery located along part of the old route.

### Information:

The Route 66 Centennial plan includes significant dates, our strategy, objectives, and tactics. You will hear how our Economic Vitality and PROSE divisions plan to engage the public over an 18-24 month period of time.

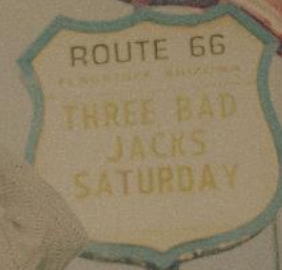
We have initiatives that include ADOT signage placement, events and tours, marketing and advertising (print/digital/social) campaigns that will also include two commemorative magazines and a passport, Route 66 shield placement and fence repair, sales missions, conference exposure, bus wraps, and co-op opportunities



with the Arizona Office of Tourism and Brand USA.

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**Attachments:**    [Route 66 Centennial](#)



CITY OF FLAGSTAFF – DISCOVER FLAGSTAFF – CHOOSE FLAGSTAFF - PROSE







# Target Audience

## Psychographics:

History buff, adventure seekers, road trippers, cultural explorers, photography enthusiasts, vintage and nostalgia enthusiasts, movie buff

## Demographics:

Baby boomers, retirees, empty nesters, young families

## Geographies:

**Domestic:** Drive and flight markets including metro-Phoenix, Tucson, southern California, Albuquerque, Denver, Dallas, Utah and Las Vegas

**International:** Germany, UK, Canada, Mexico, France, Benelux, Australia





# Significant dates:

- *March 2024 – Discover Flagstaff begins centennial marketing for our destination*
- *Sept. 2024 – Route 66 street mural repaint with Centennial messaging*
- **October 2025** – Discover Flagstaff's annual marketing meeting, special appearance by Angel and Vilma Delgadillo
- **Nov. 11, 2025** – Regional AZ DMO's kick-off centennial celebration
- **TBA** – FLG Fire Dept and Hall of Flame
- **Jan 2026 – June 2027 – ADOT Signage up**
- **June 6, 2026 – Flagstaff Event is in the works...**
- **July 4, 2026** – America's 250-year celebration
- **Nov. 11, 2026** – The Centennial celebration date
- **Nov. 11, 2026** – Veteran's Day
- **Aug. 2027** – Discover Flagstaff concludes centennial marketing

*TBA – Arizona Office of Tourism marketing plan*

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# Strategy

## Objectives and Tactics

March 2024 – August 2027

**Create and establish visitation demand** by positioning Flagstaff as a four-season experience with **historical significance of the route**, highlight unique experiences including proximity to the Grand Canyon and the city's Americana allure.

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### Value Proposition Statement:

**“The only 7,000’ elevation, pine fresh, dark sky city on the Mother Road”**





## Tactics March 2024 – August 2027

- Earned Media
- Events
- Library
- Owned Media
- Paid Media
- PROSE – Car Club
- Publications
- Sales – Meetings/Events/Conferences & Travel Trade
- Signage – ADOT, business window clings
- Social Media
- Visitor Center
- Website



Home > Things to Do > Route 66  
**EXPLORE ONE-OF-A-KIND ROUTE 66  
ATTRACTIONS IN FLAGSTAFF**







# Tactics

March 2024 – August 2027

## Walk This Talk Tour:

### WHO EVER HEARD OF THIS LOST HIGHWAY?

Flagstaff's little-known original alignment of Route 66







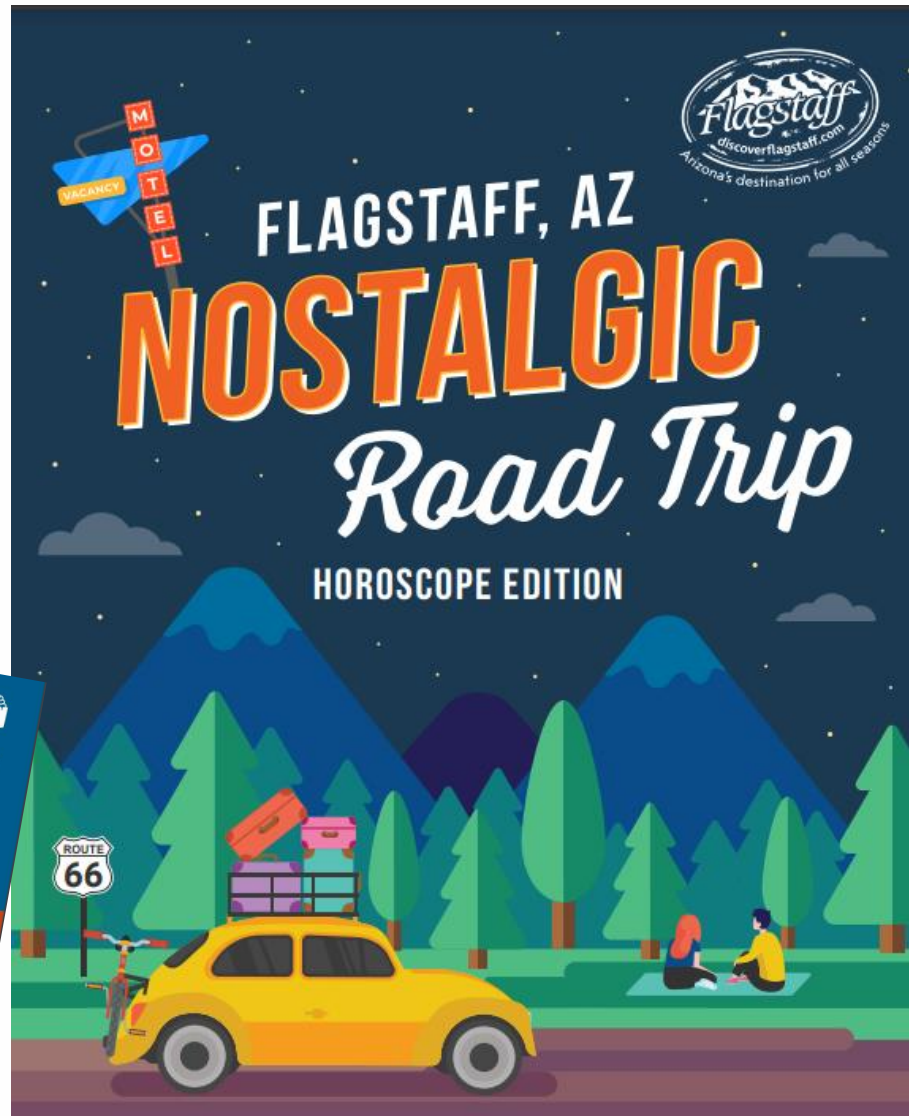
**Tactics**  
March 2024 – August 2027

# NOSTALGIC ROAD TRIP

*See what great activities are customized to fit your #Flagstaffhoroscope.*



**LEO**  
Leo's tend to live in big cities, so the escape to Flagstaff for some mountain fresh air is much needed by the time they get here. Leo's ride **Snowbowl's Arizona Gondola** in order to get the best view in Flagstaff. After joyrides on the gondola, Leo's can't help but stop at Galaxy Diner to refuel and to indulge in some locally sourced noshing, topped off by the best milkshakes in town. Leo, being sentimental, swing by the **Warner's Nursery** and **Viola's Flower Garden** on their way to the **Flagstaff Pulliam Airport** to take some of the native plants home as a pleasant reminder of the beautiful scenery they left behind, but certainly look forward to returning to. The sentimental Leo's will share their plant gifts with others upon their return home and encourage friends and family to go visit or join the next trip. And, because of the 'leaders' they are... they make sure they tell everyone about their stay.





## Tactics

March 2024 – August 2027

### Beautification:

#### Route 66 Medallion Shields

- FUTS Fences along Route 66
- 13 shields have been installed with more to come
- Working with ADOT to apply vinyl wraps on Traffic Signal Cabinets along Route 66







**Tactics** March 2024 – August 2027

# Continued beautification of Route 66...

Fixing broken fencing along the route and adding shields





**Tactics** March 2024 – August 2027

## Continued beautification of Route 66...

Possible partnership with El Pueblo Motel







# Tactics March 2024 – August 2027

## Signage Enhancements



ADOT Signage  
Elevation | Scale: 1 1/2" = 1'-0"

Manufacture and Install Thirty Six (36) S/F, NON-LIT, Aluminum Signs for Existing poles

Aluminum fabricated signs routed in custom shape with 3M Controltac vinyl printed graphics with overlaminate. Digital prints are per provided vector files.

Band and bracket hardware used for mounting signs onto ADOT poles



### Proposed Route 66 Centennial sign placements on ADOT vertical sign posts along Route 66.

Orientation is going East on Route 66. All signs are intended to be back to back facing east and west.



### Proposed 18 locations:

- |   |   |
|---|---|
| • Rt. 66 / Woodlands Village Blvd<br>Right side vertical pole | • Rt. 66 / Verde<br>Right side vertical pole          |
| • Rt. 66 / Riordan<br>Right side vertical pole                | • Rt. 66 / Switzer Canyon<br>Left side vertical pole  |
| • Rt. 66 / Milton<br>Right side vertical pole                 | • Rt. 66 / Ponderosa Pkwy<br>Right side vertical pole |
| • Rt. 66 / Milton<br>Left side vertical pole                  | • Rt. 66 / Arrowhead Ave<br>Right side vertical pole  |
| • Rt. 66 / Butler<br>Right side vertical pole                 | • Rt. 66 / First St<br>Left side vertical pole        |
| • Rt. 66 / Humphreys<br>Right side vertical pole              | • Rt. 66 / Fourth St<br>Right side vertical pole      |
| • Rt. 66 / Humphreys<br>Left side vertical pole               | • Rt. 66 / Postal Ave<br>Right side vertical pole     |
| • Rt. 66 / Beaver Street<br>Right side vertical pole          | • Rt. 66 / Steves Blvd<br>Right side vertical pole    |
| • Rt. 66 / San Francisco<br>Right side vertical pole          | • Rt. 66 / Fanning<br>Left side vertical pole         |



sign location



NOTE: 2 S/F signs per pole

Total of 36 signs



1914 W. K. Hobbs Lane  
Flagstaff, Arizona 86004  
www.NOAZ.com  
(888) 779-2008  
email@noaz.com

### ROUTE 66 CENTENNIAL SIGNS

Flagstaff, AZ

Job #:

2E-

Spec #:

HN14485

REP:

H. Nickerson

Drawn By:

K. Alvarado

Date: 10/09/24

REV:

Sheet:

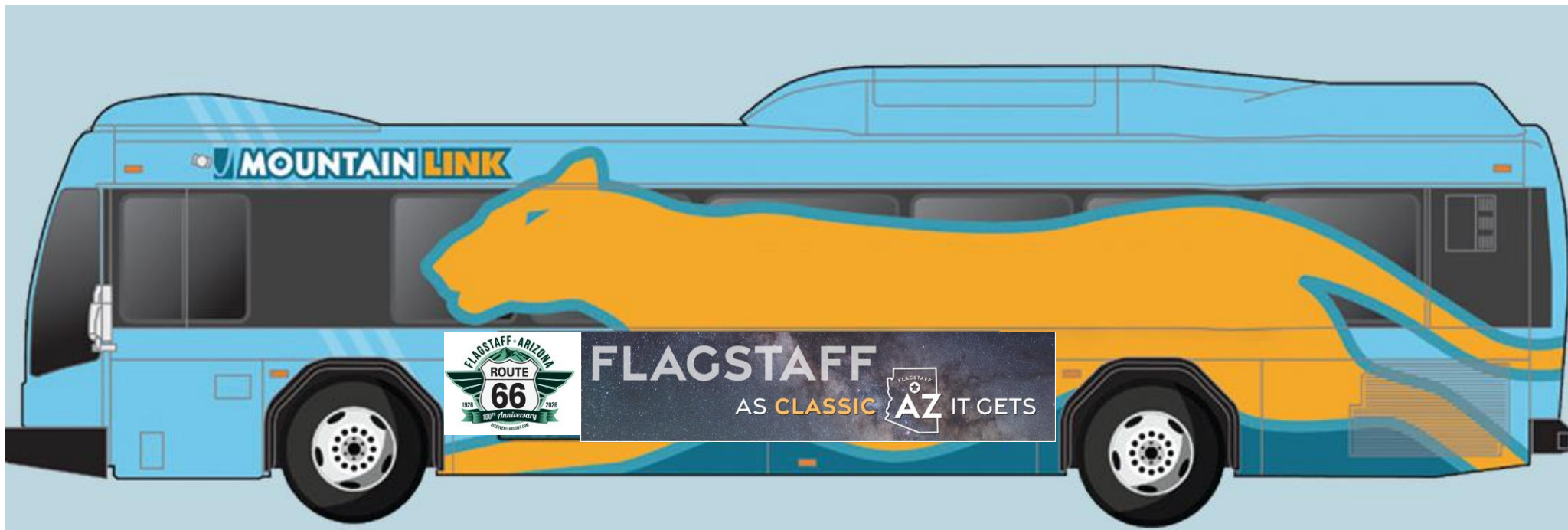




# Tactics March 2024 – August 2027

## Mountain Line Bus Wraps:

**We will have Route 66 Centennial themed wraps installed**







**Tactics** March 2024 – August 2027

**Keepsake  
Publications  
& Flip Books:**





# 100th Anniversary

COMMEMORATIVE MAGAZINE

The Arizona Daily Sun will be collaborating with Discover Flagstaff to produce a commemorative magazine in April 2025 celebrating the centennial Anniversary of Route 66 - The Mother Road. The magazine will be filled with stories about Route 66 as well as maps, local attractions and additional area highlights to inspire and motivate overnight visitation.

**PUBLISHES: APRIL 26, 2025**  
**SALES DEADLINE: MARCH 12, 2025**

**FULL PAGE** with 30K impressions at **\$980**  
**HALF PAGE** with 20K impressions at **\$680**

Additional magazine distribution will include target markets of Los Angeles and Dallas.

Contact Zachary Meier with questions and to book an ad.  
Zmeier@azdailysun.com







**Tactics** March 2024 – August 2027

## **Sales (Meetings, Events & Conferences):**

- **Target Car Clubs, Motorcycle Clubs and Historical Associations/Groups -**
  - Create a Brochure for Route 66 Day Drives for clubs to include in registration bags
  - Marketing to promote bookings in 2026
- **Trade Shows –**
  - Rt. 66 Centennial talking points, website and itinerary ideas
- **Target Past Clubs and Groups for Repeat Business -**
  - Sending information that helps them choose Flagstaff







**Tactics** March 2024 – August 2027

## International Travel Trade:

### Talking points, website, itineraries

- Secure **international blogs & ad opportunities**
- International Travel Trade **Newsletters**
- Special Travel Agent Trainings on the Rt. 66 product
- Marketing at **trade shows, missions and familiarization tours**
- Maximize AOT co-op efforts and partnerships

### Trade Shows/Missions

- AOT LA Sales Mission
- Go West Summit Lake Tahoe
- AOT Mexico Sales Mission
- IPW Chicago
- 2025/2026 Trade Shows/Missions





**Tactics** March 2024 – August 2027

## Visitor Services:

- Centennial merchandise in the Visitor Center gift shop
- Route 66 Mural REFRESHED!
- History event at the Visitor Center
- Educate Visitors on Route 66 Landmarks and photo ops in Flagstaff
- Promotion of Route 66 Passport – It's LIVE!





**Tactics** March 2024 – August 2027

## Co-op efforts with Arizona Office of Tourism (AOT):

Overarching map of the Route 66 and  
when Flagstaff is mentioned, our  
website will be able to link out.

**ARIZONA**  
OFFICE OF TOURISM









## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Steven Thompson, Sustainability Manager  
**Date:** 02/12/2025  
**Meeting Date:** 02/25/2025



**TITLE:**  
**USDA Urban Agriculture and Innovative Production Grant Update: Phase 2 Community Conversations**

**DESIRED OUTCOME:**  
 Information Only.

### **Executive Summary:**

In September 2022, the Sustainability Division received a United States Department of Agriculture (USDA) Urban Agriculture and Innovative Production (UAIP) grant for Assessing and Growing a Sustainable Community Food System project. The grant funds the development of a comprehensive food systems assessment, innovative food business feasibility study, and Food Action Plan in three respective phases. This informational presentation will share key findings from Phase 2: Community Conversations.

### **Information:**

In September 2022, the Sustainability Division received a United States Department of Agriculture (USDA) Urban Agriculture and Innovative Production (UAIP) grant for Assessing and Growing a Sustainable Community Food System project. The grant funds the development of a comprehensive food systems assessment, innovative food business feasibility study, and Food Action Plan in three respective phases.

Phase 1 was completed in July 2024 with the publication of the Community Food Systems Assessment (CFSA). Phase 2 started in the fall of 2024, which focused on community conversations around the CFSA. Phase 2 was led by Pinnacle Prevention, in collaboration with the Sustainability Division and Flagstaff Foodlink. The purpose of this phase was to engage community members and stakeholders to share reflections on the information from the CFSA, to understand perspectives on overall needs, gaps, and barriers, and identify priority focus areas. Information from these sessions will be used to inform the third and final phase of this grant funded project, to develop a Food Action Plan.

This informational presentation will share key findings from Phase 2: Community Conversations.

### **Food Action Plan Development Recommendations**

- Priority Focus Areas
- Food Access
- Agricultural landscape and food production
- Food retail environment
- Food system infrastructure
- Food waste and recovery

- Food consumption and health
- Integrate culturally-relevant cross-cutting strategies that center Indigenous food ways across all priority areas.
- Integrate climate-smart infrastructure to support food production.
- Conduct a deeper analysis of city zoning regulations.
- Align the Food Action Plan with existing plans and community health improvement plans.
- Center youth and student-led development opportunities to engage the next generation.

#### Financial Impact:

There is no financial impact.

#### Policy Impact:

These activities support strategies identified in the Carbon Neutrality Plan targeting the reduction of greenhouse gas emissions from Flagstaff's food distribution, encouraging sustainable consumption, building community resilience, improving food security, and implementing climate actions that are equitable.

#### City Council and PBB Goals

- Sustainable, innovative infrastructure -- Utilize existing long-range plans that identify the community's future infrastructure needs and all associated costs.
- Environmental stewardship -- Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, & social systems
- Robust Resilient Community - Attract employers that provide high quality jobs & have a low impact on infrastructure & natural resources.

#### Regional Plan

Goal E&C.2: Reduce greenhouse gas emissions.

#### Carbon Neutrality Plan

SC-2: Encourage sustainable consumption.

SC-3: Divert more waste from the landfill.

SC-4: Reduce organic waste going to the landfill and reduce food insecurity.

CR-2: Strengthen existing community systems to create resilience to both short-term shocks and long-term change.

ES-2: Proactively engage community members on an ongoing basis.

ES-3: Design targeted climate policies and programs to serve disproportionately impacted communities first.

ES-4: Actively seek to recognize past harms, repair trust, and build deeper relationships with community members.

Housing, Neighborhoods & Equity: "Research has shown that neighborhoods can be a good predictor of health. Therefore, it is imperative to place housing in areas of opportunity, such as community spaces, open spaces, quality schools, food, and transportation."

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**Attachments:**    [Notice of Award](#)  
                         [Community Conversation Report](#)  
                         [Community Food Systems Assessment](#)  
                         [Presentation](#)  
                         [Community Conversation Stakeholder Gathering Invite](#)





NOTICE OF GRANT AND AGREEMENT AWARD

1. Award Identifying Number NR223A750001G058	2. Amendment Number	3. Award /Project Period Date of final signature - 01/01/2026	4. Type of award instrument: Grant Agreement
5. Agency (Name and Address)  USDA, NRCS Office of the Associate Chief for Conservation 1400 Independence Avenue SW Washington, DC 20250		6. Recipient Organization (Name and Address)  CITY OF FLAGSTAFF FLAGSTAFF CITY HALL FLAGSTAFF AZ 86001-5359  UEI Number / DUNS Number: XMMUMPKTLVQ3 / 088302625 EIN:	
7. NRCS Program Contact  Name: LESLIE GLOVER Phone: (202) 260-8583 Email: leslie.glover@usda.gov	8. NRCS Administrative Contact  Name: SUNDII JOHNSON Phone: (202) 720-5265 Email: Sundii.Johnson@usda.gov	9. Recipient Program Contact  Name: SUMMER WHITE Phone: 928-213-2146 Email: summer.white@flagstaffaz.gov	10. Recipient Administrative Contact  Name: GRETCHEN POVlsen Phone: 928-213-2224 Email: Gretchen.Povlsen@flagstaffaz.gov
11. CFDA  10.935	12. Authority  7 USC 6923	13. Type of Action  New Agreement	14. Program Director  Name: STACEY BRECHLER-KNAGGS Phone: 928-213-2227 Email: sknaggs@flagstaffaz.gov
15. Project Title/ Description: Sustainable Community Food System			
16. Entity Type:			
17. Select Funding Type			
Select funding type:	<input checked="" type="checkbox"/> Federal		<input type="checkbox"/> Non-Federal
Original funds total	\$184,085.12		\$0.00
Additional funds total	\$0.00		\$0.00
Grand total	\$184,085.12		\$0.00
18. Approved Budget			

Personnel	\$0.00	Fringe Benefits	\$0.00
Travel	\$0.00	Equipment	\$0.00
Supplies	\$0.00	Contractual	\$0.00
Construction	\$0.00	Other	\$184,085.12
Total Direct Cost	\$184,085.12	Total Indirect Cost	\$0.00
		Total Non-Federal Funds	\$0.00
		Total Federal Funds Awarded	\$184,085.12
		Total Approved Budget	\$184,085.12

This agreement is subject to applicable USDA NRCS statutory provisions and Financial Assistance Regulations. In accepting this award or amendment and any payments made pursuant thereto, the undersigned represents that he or she is duly authorized to act on behalf of the awardee organization, agrees that the award is subject to the applicable provisions of this agreement (and all attachments), and agrees that acceptance of any payments constitutes an agreement by the payee that the amounts, if any, found by NRCS to have been overpaid, will be refunded or credited in full to NRCS.

Name and Title of Authorized Government Representative	Signature	Date
Name and Title of Authorized Recipient Representative  GREG CLIFTON CITY MANAGER	Signature 	Date  09/22/2022

### NONDISCRIMINATION STATEMENT

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or a part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotope, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination write to USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW., Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

### PRIVACY ACT STATEMENT

The above statements are made in accordance with the Privacy Act of 1974 (5 U.S.C. Section 522a).

City of Flagstaff  
Sustainable Community Food System Grant Agreement  
NR223A750001G058  
U.S. Department of Agriculture – Natural Resources Conservation Service

ATTEST:



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CITY CLERK

APPROVED AS TO FORM:

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CITY ATTORNEY



## Statement of Work

### Purpose

The U.S. Department of Agriculture (USDA), Natural Resources Conservation Service (NRCS) solicited applications in fiscal year (FY) 2021 for two grant types – Planning Projects and Implementation Projects – under the Office of Urban Agriculture and Innovative Production (OUAIP) for Funding Opportunity Number: USDA-NRCS-NHQ-UAIP-21-NOFO0001110. The authorizing statutes and regulations for this Funding Opportunity Title: Urban Agriculture and Innovation Production (UAIP) Competitive Grants Program are under section 12302 of the Agriculture Improvement Act of 2018 (Public Law 115–334), (7 USC 6923).

UAIP supports the development of urban agriculture and innovative production activities led by nonprofit organizations, local or Tribal governments, and schools that serve any of the grades K-12 in areas of the United States. The purpose of Planning Projects (PP) is to support the development of projects that will either initiate, build upon, or expand the efforts of farmers, gardeners, citizens, government officials, schools, and other stakeholders in communities where access to fresh foods are limited or unavailable.

The purpose of this agreement, between the U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS) and City of Flagstaff (Recipient), is to develop a comprehensive food system assessment (CFSA). This Planning Project is entitled Assessing and Growing a Sustainable Community Food System.

Since the establishment of a Sustainability Office in 2007, and a now widely successful community garden program in 2010, the city has steadily increased its food system-related commitments. The office has expanded to include a full-time Community Sustainability Specialist who manages all materials management and food systems related work. As of this year, the office has increased capacity for food systems efforts with the addition of a Sustainable Food Systems AmeriCorps VISTA specifically dedicated to assisting with this work.

The City of Flagstaff adopted a Climate Action and Adaptation Plan in 2018 which highlights increasing local food production to build a more resilient food system. In June of 2020, the Flagstaff City Council adopted a Climate Emergency Declaration, which strengthened previously stated goals and accelerated the timeline for their achievement. One year later in June 2021, the Flagstaff City Council adopted a Carbon Neutrality Plan which “outlines nine target areas and accompanying strategies to proactively reduce emissions, build a stronger community, and prepare for coming change” (The City of Flagstaff, 2021). The City of Flagstaff recognizes the role food systems have in decreasing greenhouse gas emissions and understands improvements are critical strategy to achieving carbon neutrality by 2030.

Future success within continued food systems work will depend on our ability to enact strategic policy and investment strategies that address regionally specific key barriers and leverage existing strengths to improve health, wealth, community, and capacity (Meter, 2021). This strategic action requires a deeper fundamental understanding of the key issues of growers, distributors, eaters, and the networks that link them, as well as the critical barriers and opportunities that frustrate our efforts to construct a more robust food system. As a next step, we will mount a comprehensive food system assessment (CFSA). This action serves as the centerpiece of the Assessing and Growing a Sustainable Community Food System Project (Project).

The City of Flagstaff has committed itself to this direction in concert with our community partners. Data collected from a CFSA will guide the City’s food systems commitments over the next decade and beyond to inform and engage decision-makers, key stakeholders, and the community at large. oping a more sustainable food system (APA, 2015). The Carbon Neutrality Plan commits to decreasing food waste and increasing food recovery, offering accessible food systems specific programming, and expanding urban agriculture opportunities through data driven initiatives and policy. Currently the City’s Sustainability Office is focused on innovative programs to begin addressing these issues such as the Urban Farm Incubator, which seeks to establish high-quality and low-cost urban agriculture sites, a new Residential Food Scraps Drop-off that provides a free compost service to residents and local farms, and the creation of a formalized Food Policy Council is underway to further promote food systems change work. Results from a CFSA will provide actionable data to better inform new programs, relationships, infrastructure, and policy.

The results of our CFSA will help to identify at least one new business initiative and assess its financial feasibility. This, in turn, will guide the creation of a Food Action Plan establishing goals and strategies for expanding urban agriculture and food access over the next decade. One likely outcome of this assessment will be the creation of a formal Food Policy Council. A series of outreach materials and campaigns will ensure that our plan takes solid root in the greater Flagstaff community, and help us better cultivate future leaders, farmers, gardeners, and entrepreneurs in agriculture and innovative food production.

## Objectives

Objective 1: Assess the local food system and opportunities for strengthening community networks, prompting health, and retaining local economic activity through a CFSA.

Objective 2: Examine CFSA findings with stakeholders and increase public awareness and understanding of current state of the food system.

Objective 3: Assess the feasibility of one strategic urban agriculture-related business opportunity.

Objective 4: Develop a Food Action Plan to guide City policy, programming, and investment in the local food system and urban agriculture opportunities.

The primary goal is to develop a comprehensive food system assessment (CFSA).

## Budget Narrative

The official budget described in this Budget Narrative will be considered the total budget as last approved by the Federal awarding agency for this award.

Amounts included in this budget narrative are estimates. Reimbursement or advance liquidations will be based on actual expenditures, not to exceed the amount obligated.

TOTAL BUDGET \$ 184,085.12

TOTAL FEDERAL FUNDS \$ 184,085.12

CONTRACTUAL \$177,056.00

Crossroads Resource Center (CRC) - \$114,556.00

CRC will be responsible for conducting the food system assessment and feasibility studies, as well to provide assistance with developing the Food Action Plan. The specific work involved in these studies is detailed below, as well as a year-by-year budget and timeline of activities.

YEAR ONE: \$53,599

- Professional fees: \$30,875
- Professional travel time: \$8,000
- Other consultants: \$3,500
- Travel expenses: \$11,224

YEAR TWO: \$41,672

- Professional fees: \$28,938
- Professional travel time: \$6,000
- Travel expenses: \$6,734

YEAR THREE: \$19,285

- Professional fees: \$5,438
- Professional travel time: \$2,000
- Other consultants: \$5,000 (financial or policy specialists)
- Travel expenses: \$6,847

Pinnacle Prevention - \$23,500.00

Pinnacle Prevention will lead a series of six Community Conversations with Flagstaff residents, as well as two stakeholder meetings. These meetings will take place during year two, following the draft of food system assessment. The goal of these meetings will be to discuss the results of the assessment with residents and stakeholders to understand their perspective, values, and motivation, as well as develop recommendations for future research and planning in years two and three.

- Coordination, planning, research, analysis, evaluation, and reporting of six (6) community food conversations: \$9,000
- On-site childcare services: \$1,000
- Translation services: \$3,000
- Local food meal catering: \$3,000
- Participant time and effort stipends: \$3,000
- Reporting/presenting/dissemination of findings: \$2,500
- Facilitation and coordination of two (2) stakeholder meetings: \$2,000

Flagstaff Foodlink -\$39,000.00

Flagstaff Foodlink will be contracted to coordinate and facilitate the Grower Coalition and a broader Food Policy Council. This funding will pay for a stipend to cover these coordination activities, which will ultimately inform the research and planning activities throughout the grant period. These activities will ideally be conducted by an interested farmer, but if time constraints prohibit this, Flagstaff Foodlink will recruit alternative staff.

The budget will cover coordination activities at a rate of \$25 per hour, averaging 10 hours per week throughout the grant period. Annually, this will cost \$13,000, or \$39,000 over the 3-year grant period.

TOTAL DIRECT COSTS \$177,056.00

INDIRECT COSTS \$7,029.12

It is City policy to apply for indirect charges at a 3.97% fixed rate if the grant opportunity allows it. The total direct charges were \$177,056.00, which results in an indirect charge of \$7,029.12.

Recipient has elected to voluntarily waive a portion of indirect costs of 6.03%.

### **Responsibilities of the Parties:**

If inconsistencies arise between the language in this Statement of Work (SOW) and the General Terms and Conditions attached to the agreement, the language in this SOW takes precedence.

#### **NRCS RESPONSIBILITIES**

- 1) Coordinate with the Program Director the technical assistance necessary to complete deliverables.
- 2) Review all pre-published draft material developed to ensure it complies with USDA visual standards and regulations.
- 3) Conduct ad-doc meetings (via electronic, phone or in-person field visit) to discuss the progress of the agreement.

#### **RECIPIENT RESPONSIBILITIES**

- 1) Follow methodology and evaluation plan established in the project narrative and inform the Program Manager any changes.
- 2) Work collaboratively with Coconino County Health and Human Services and Coconino County Cooperative Extension.
- 3) Review available material from the USDA in regard of the USDA general style and message layouts and follow the USDA civil right policy in accordance with USDA Departmental Regulation 4300-3, Equal Opportunity (EO) Public Notification Policy, and Section 7, in which all will comply with the usage of the USDA Non-discrimination Statement.
- 4) Perform the work and produce the deliverables as outlined in this Statement of Work.
- 5) Conduct all activities and program provision under this agreement in compliance with all applicable federal civil right laws, rules, regulations, and policies.
- 6) Ensure no member of or delegate to Congress or Resident Commissioner shall be admitted to any share or part of this agreement or to any benefit that may arise there from.
- 7) Comply with the applicable version of the General Terms and Conditions.
- 8) Submit reports and payment requests to the ezFedGrants system or the Farm Production and Conservation (FPAC) Grants and Agreements Division via email to [FPAC.BC.GAD@usda.gov](mailto:FPAC.BC.GAD@usda.gov) as outlined in the applicable version of the General Terms and Conditions. Limit advance payment requests to immediate cash needs (30 days). Reporting frequency is as follows:

Performance reports: annual

SF425 Financial Reports: annual. If advance payments are requested, the financial report frequency is quarterly.

### **Expected Accomplishments and Deliverables**

1. Assess the local food system and opportunities for strengthening community networks, promoting health, and retaining local economic activity through a CFSA.

Phase 1: Jan. 2023 – Mar. 2023 : Compile an economic overview of the local Flagstaff farm and food economy (CRC).

Jan. 2023 – Jan. 2026 : Identify a farmer or other staff to coordinate the Grower Coalition. This position will organize



and facilitate regular meetings and collaboration between food producers throughout the grant period. The position will act as a liaison between the group and those conducting Project activities (Flagstaff Foodlink).  
Phase 2: Jan 2023- June 2023 : Conduct interviews with 40-50 local food system practitioners (CRC).  
July 2023 – Sept. 2023 : Conduct social network analysis and produce maps (CRC).  
Phase 3: Oct. 2023 – Dec. 2023 : Compile social network and economic analysis into a summary report that includes quantitative findings, emerging community food networks, SWOT analysis, network maps, recommendations of key strategic actions related to infrastructure, resources, training, knowledge, communications/connections, policies, or other areas (CRC).

2. Examine CFSA findings with stakeholders and increase public awareness and understanding of current state of the food system.

Phase 1: Jan. 2024 – June 2024 : Host stakeholder meetings with key decision-makers, city and county staff, civic leaders, farmers, food businesspeople, food bank leaders, tribal members, and potential investors to present CFSA findings. (Pinnacle Prevention and The City of Flagstaff). Host 6 community conversations with 50-60 residents. This will include specific conversations with youth, senior, Spanish-speaking, and indigenous populations (Pinnacle Prevention & The City of Flagstaff). Create a virtual open house platform to provide information on findings and opportunity for discussion (The City of Flagstaff).

Phase 2: June 2024 – July 2024 : Analyze and summarize outcomes and key themes in a final report to inform future food system efforts (Pinnacle Prevention). Present findings to the City of Flagstaff and key stakeholders (Pinnacle Prevention).

3. Assess the feasibility of one strategic business opportunity.

Phase 1: July 2024 – Dec. 2024 Based on CFSA and public engagement, select the most strategic business opportunity and submit for feasibility analysis (The City of Flagstaff and CRC).

4. Develop a Food Action Plan to guide city policy, programming, and investment in the local food system and urban agriculture opportunities.

Phase 1: Jan. 2025 – May 2025 : Begin Food Action Planning process by engaging with the public through meetings, planning sessions, and individual dialogue to shape goals and strategies (The City of Flagstaff the City).

May 2025 – June 2025 : Conduct additional research as necessary (examples include policy scans, program best practices, etc.) (CRC).

June 2025 – Oct. 2025 Develop a draft Food Action Plan with goals and strategies to implement by 2030 (The City of Flagstaff and CRC).

Phase 2: Nov. 2025 – Jan. 2026 Present Food Action Plan to City Council for consideration and adoption (The City of Flagstaff and CRC). Disseminate the Final Food Action Plan to the public and stakeholder (The City of Flagstaff).

## **Resources Required**

See the Responsibilities of the Parties section for required resources, if applicable.

## **Milestones**

The timeline and specific tasks to implement these components are detailed in the expected accomplishments and deliverables section.

## **GENERAL TERMS AND CONDITIONS**

Please reference the below link(s) for the General Terms and Conditions pertaining to this award:  
<https://www.fpacbc.usda.gov/about/grants-and-agreements/award-terms-and-conditions/index.html>



# City of Flagstaff Community Food System Assessment (CFSA) Community Engagement Report

A Summary and Analysis of Community Conversation and Stakeholder Findings  
in Response to the Community Food System Assessment





# Acknowledgements

This report was prepared by Pinnacle Prevention, an Arizona-based nonprofit organization dedicated to cultivating a just food system and opportunities for joyful movement. Pinnacle Prevention would like to thank the community sites and community-based organizations for their assistance in hosting and supporting recruitment for the community conversations. We share deep appreciation for the partnership support of the City of Flagstaff, Flagstaff Foodlink, and the numerous community members who shared their time, wisdom, and ideas to shape and grow a sustainable community food system for northern Arizona.

This opportunity was made possible as part of the U.S. Department of Agriculture (USDA) Urban Agriculture and Innovative Production (UAIP) grant. The perspectives, experiences, and views shared in this report are not reflective of Pinnacle Prevention, the City of Flagstaff, Flagstaff Foodlink, or the USDA. Experiences shared in this report are those shared by community members and community-based organizations.

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# Introduction

The City of Flagstaff Sustainability Office was awarded a U.S. Department of Agriculture (USDA) Urban Agriculture and Innovative Production (UAIP) planning project grant to support a three-year project to assess and grow a sustainable community food system. **Phase one** of the project started in 2023 with the completion of a 12-month long assessment of the regional food system. The Community Food System Assessment was conducted by food business consultants, New Venture Advisors, and included conducting surveys, interviews, and focus groups as well as examining secondary data to develop and provide a comprehensive picture of the current food landscape in Northern Arizona.

**The assessment focused on six (6) distinct focus areas of the food system including:**

- 1) The agricultural landscape and food production,
- 2) Food system infrastructure,
- 3) The food retail environment,
- 4) Food consumption and health,
- 5) Food access, and
- 6) Food waste and recovery.

**Phase two** of the grant project started mid-2024 following the conclusion of the assessment and focused on community engagement around the assessment. Phase two was led by Pinnacle Prevention, in collaboration with the City of

Flagstaff and Flagstaff Foodlink. The purpose and goals of phase two of the project were to engage community members and stakeholders to share and reflect on data and information from the assessment, to understand how individuals are making meaning of the data, understand perspectives on overall needs, gaps, and barriers, and to listen and learn about what community members and stakeholders feel should be prioritized to inform future planning efforts.

The information in this **community engagement report** is intended to be used to inform the third and final phase of the grant, which includes the development of a food action plan as well as to guide decision-making for the city in future investments, resourcing, and approaches to ensure that strategies, initiatives, and policies are being delivered in a way that is most meaningful and impactful to community.

The community engagement conversation findings aim to complement the community food system assessment to better understand needs, strengths, and desires within the spectrum of participation that centers an opportunity for co-design and informs future efforts in collaboration with community members impacted by the decisions, plans, and services being offered. Findings can also be applied to Continuous Quality Improvement (CQI) efforts beyond just the sustainability office, across all divisions with the City of Flagstaff – from community development to parks and recreation, to water services, and more.

# Methodology

Pinnacle Prevention utilizes a community-based participatory research (CBPR) method for conducting community engagement efforts. A CBPR model allows for authentic engagement with trusted partners supporting opportunities for community to work alongside the public sector and stakeholders to co-design more impactful shared outcomes. This methodology also allows for the integration of perspectives and needs prioritized by community members that are often not considered or left out of institutional decision-making. Participatory processes that offer authentic engagement offer great significance in improving outcomes among underrepresented populations disproportionately impacted by disparities within the food system. The CBPR engagement process also contributes to improved trust building, capacity building, and co-powerment in translating needs and findings into policy development and implementation of more impactful initiatives between local government entities and the community.

To protect the identities of participants, findings have been compiled and reported collectively. All conversations were recorded and transcribed. Transcribed notes from each conversation were analyzed through categorization analysis consistent with standard qualitative research protocols. Using this technique, categories within the text were then developed into major themes representative of the data. Those themes were then linked with examples and quotes from the discussions. Data was also analyzed for any unique findings specific to a particular demographic or location.



**The Community Food System Assessment (CFSA) community engagement efforts were designed around a two-tiered approach based on engaging two different centered audience groups:**

- I) **(Community Members) Community Conversations:** Community conversations centered community members residing in or near the City of Flagstaff and the northern Arizona region reaching a total of 94 individuals across six (6) conversations. To ensure broad reach conversations centered different demographic groups from adults, youth, older adults and elders, Indigenous families, and individuals working in or with the education sector.
- II) **(Stakeholders) Food System Stakeholder Gatherings:** Stakeholder gatherings centered professional stakeholders and food system advocates living and working in the City of Flagstaff and the northern Arizona region reaching a total of 47 stakeholders.
  - # of Community Members Engaged = 94
  - # of Stakeholders Engaged = 47
  - Total Engagement = 141 Individuals





# Summary of Findings

## Community Conversations

The CFSA community engagement project included conversations with community members residing in or near Flagstaff.

The average community focus group size consisted of 16 people and lasted approximately one and a half hours. Participants were recruited through the conversation host sites, nearby community centers where community members frequently gather, through Flagstaff Foodlink partnerships, and through the City of Flagstaff resilience hubs. Community conversation population demographics are highlighted below.



Community conversations were hosted at the following locations between August and October 2024:

- 1) East Flagstaff Community Library (Centered audience: Adults, all ages)
- 2) Murdoch Community Center (Centered audience: Adults, all ages)
- 3) STAR School (Centered audience: Indigenous families)
- 4) Flagstaff Aquaplex (Centered audience: Young adults and students, ages 18-23)
- 5) Joe C. Montoya Community and Senior Center (Centered audience: Seniors, older adults)
- 6) Willow Bend Environmental Education Center (Centered audience: Educators, Flagstaff Unified School District (FUSD) partners)



Figure 1. Community Conversation Participation by Participant Zip Code

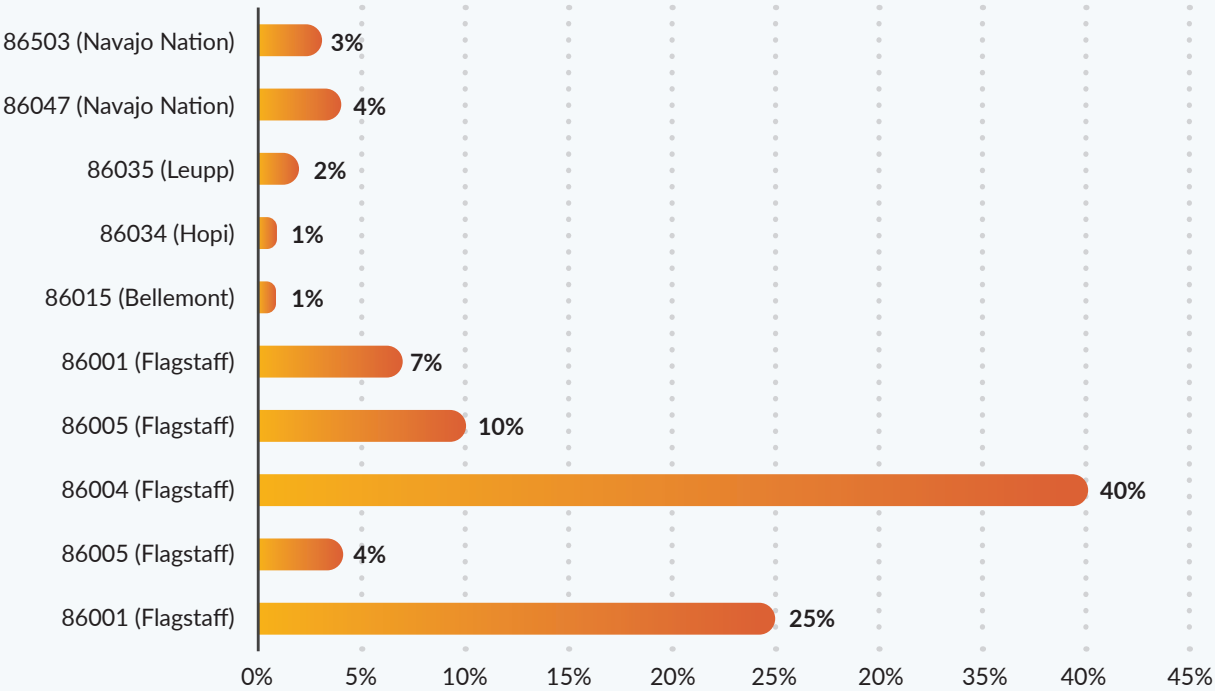


Figure 2. Community Conversation Participation by Age

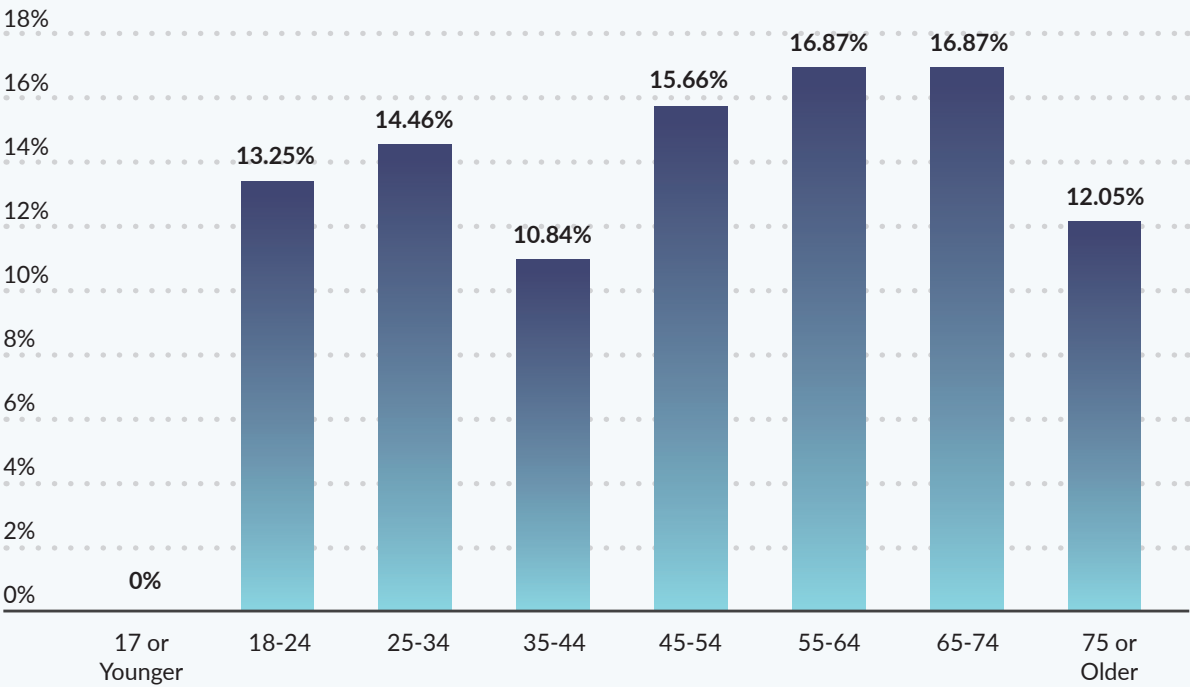




Figure 3. Community Conversation Participation by Race-Ethnicity(ies)

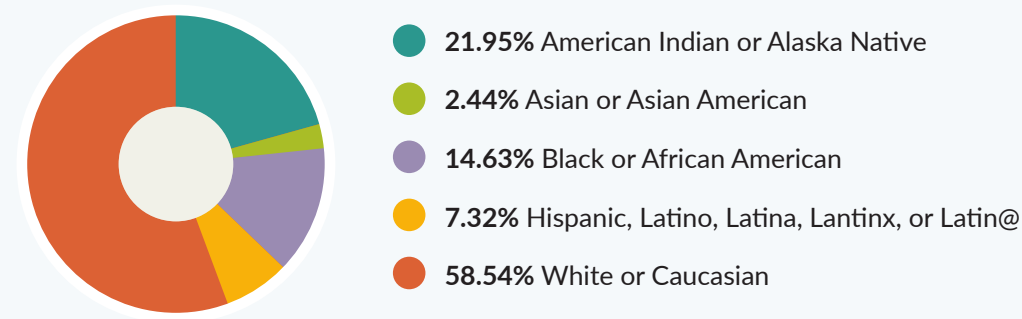
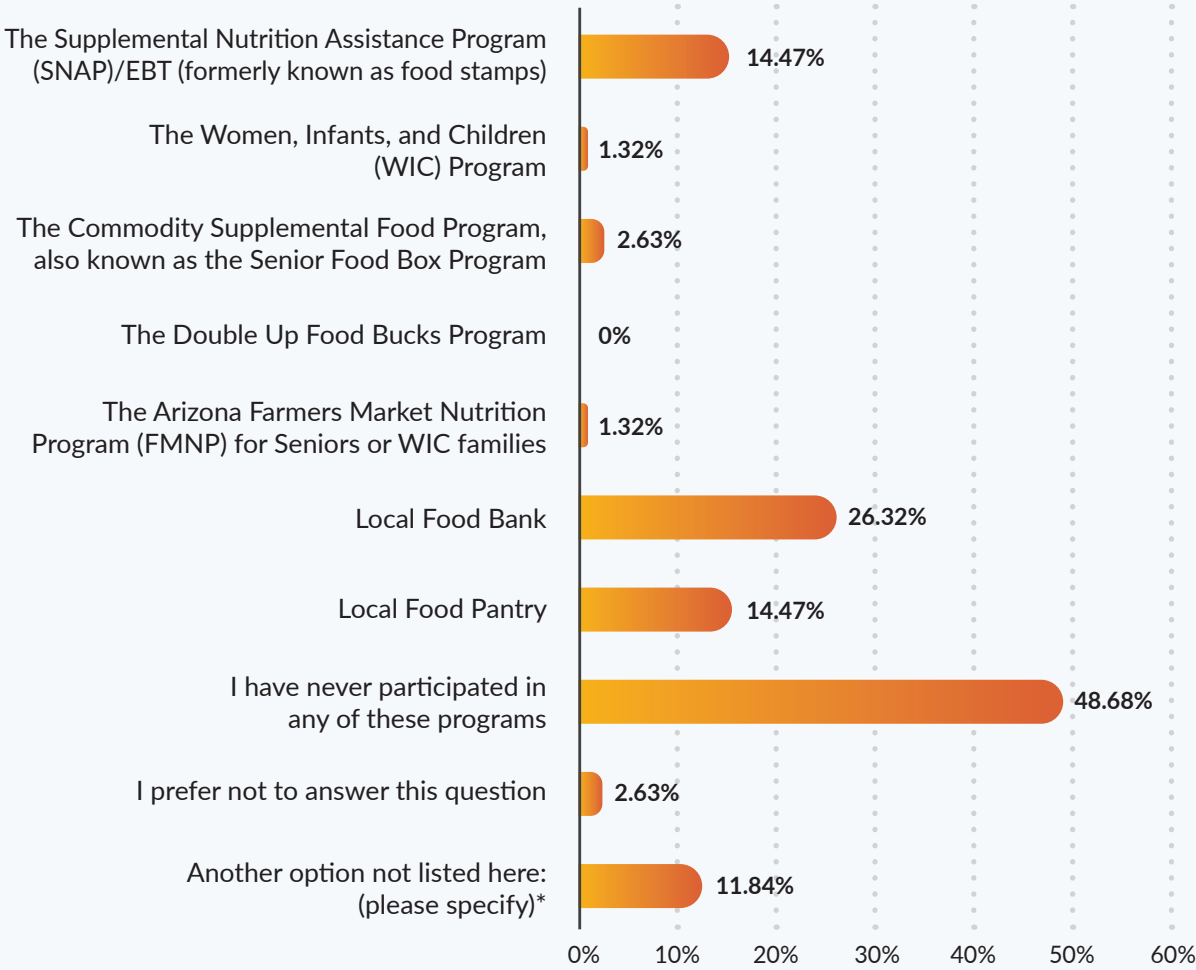


Figure 4. Community Conversation Participants Participation in Community Food Program(s)



\* Other community food programs listed included: Terra Birds school gardens, meals on wheels, Flagstaff Community Fridges, Co-op, Senior Center lunches, and Navajo food programs.

Figure 5. Community Conversation – Participant Food Production Practices

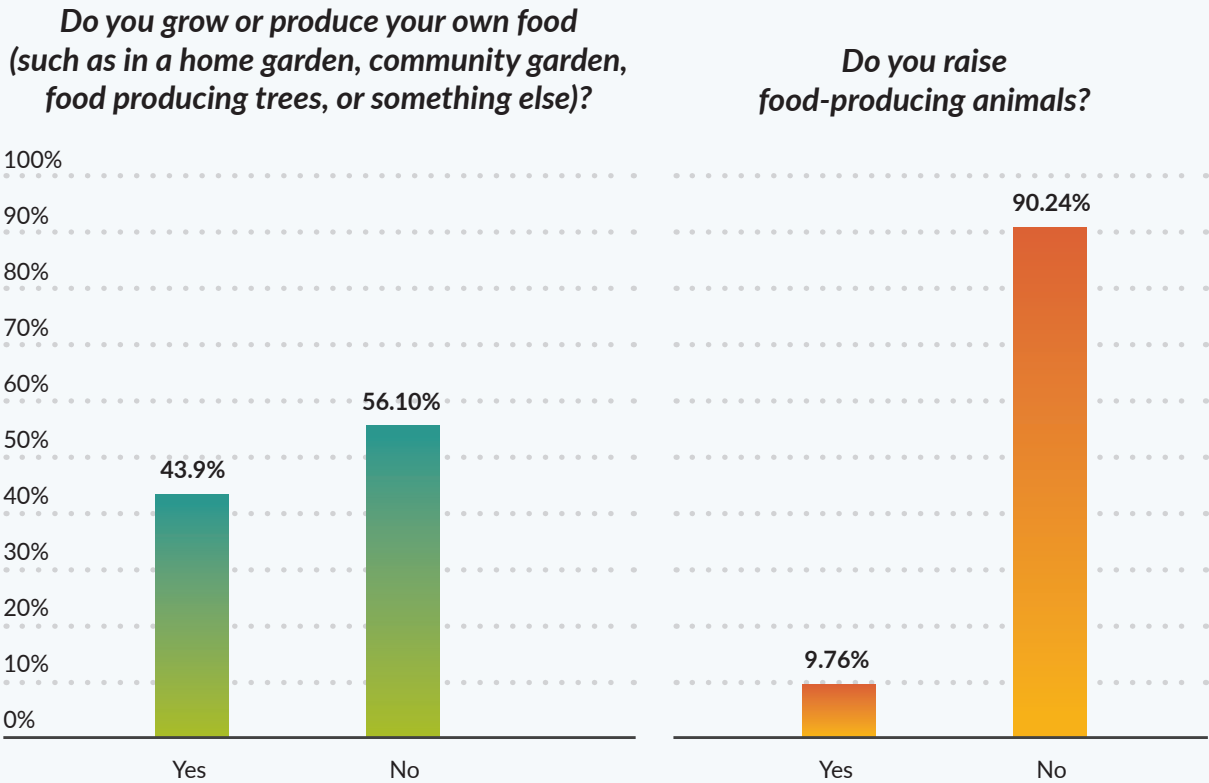
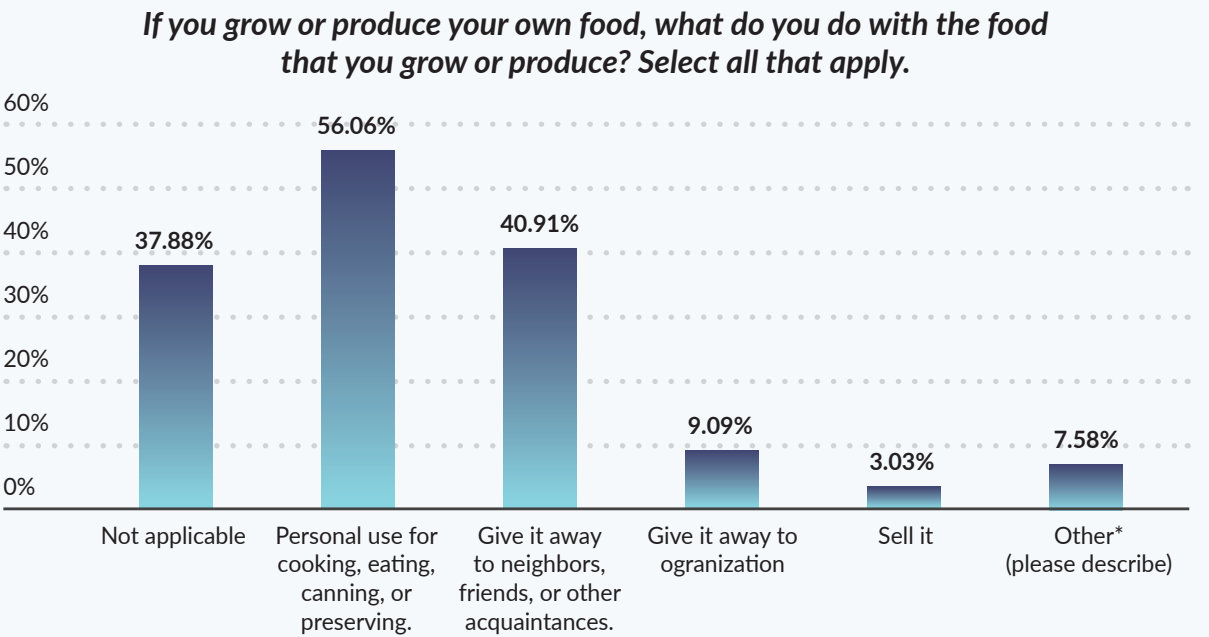


Figure 6. Community Conversation – Participant Food Production Sharing Practices



\* Other food production sharing practices listed included: Utilizing food grown in education and culinary programs, sharing with students, and as compost to feed chickens.

Community Conversation Themes

The goals of the community conversations were to:

- Reflect on key data highlights from the community food system assessment (CFSA) and how community members are making meaning of the data;
- Understand perspectives on overall needs, gaps, and barriers;
- Listen and learn about what should be prioritized in future food action planning and policy efforts; and,
- Identify possible future food business opportunities the city could focus on developing.

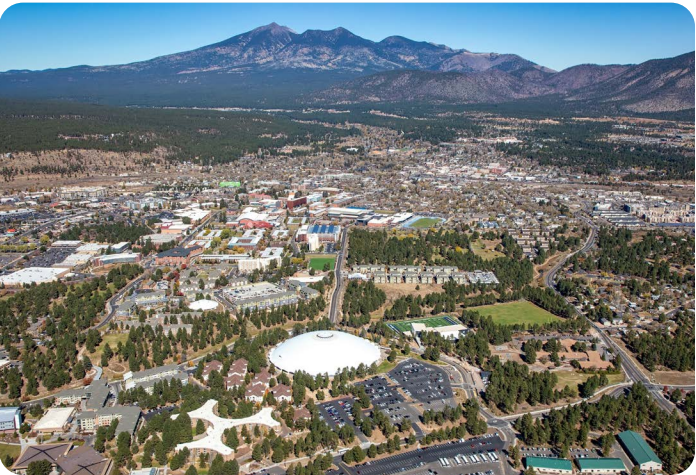
General discussion findings were consistent across all community conversations with some noted differences in perceptions and needs as indicated in participant comments, but not in overall trends. Findings around desired priorities varied by the centered audience group. A summary of findings was categorized into the following overarching areas:

- CFSA data that sparked curiosity within each of the six focus areas.
- Making meaning of the data and points of confusion.
- Food system barriers and challenges that should be a priority future focus area for the City of Flagstaff.

CFSA Points of Interest

Agricultural Landscape and Food Production and Food System Infrastructure

Of the six CFSA focus areas, the two areas that sparked the most interest and conversation were agricultural landscape and production and infrastructure. Many community members expressed surprise by the number of farms and ranches in the region, as well as disappointment about the loss in the number of farms and farmland acreage. When asked about what factors they believed were contributing to the loss in farms in the region responses ranged from perceptions about the impact of development, to lack of water, to wildfires. There were themes in conversations around the link between housing development and loss of land with viable water sources for farming and concerns about young and new farmers not being able to access and afford land. Community members recognized that many farmers are ‘aging out’ of the profession and felt that there are not many young adults that see a financially viable future in farming and do not have mentors to show them how to farm in northern Arizona’s unique climate.



Reflecting on food production:

“I grow at home, trying to grow stuff, but it’s a battle. The winds are always knocking things down, critters get things, there’s grasshopper infestation, hail and snow, hail took it all out. The soil is rocky and not really friendly - I spend hours tending to soil and making raised bed gardens to sift rocks out. The soil is just different here and we need education, resources, and support to help us grow our own food. I might be able to increase what I produce to sell it if I had some help.” - Community Member

Many participants went on to compare data from the CFSA agricultural landscape and production section to the food system infrastructure section data with themes in concerns around the lack of distribution infrastructure. Participants shared feelings that the infrastructure is not matching the needs, especially for individuals residing on reservations. Conversations related these concerns to the isolation of the region and the impact that major weather and highway closures have on supply and demand in the area. Participants shared experiences with lack of supply as it related to the most recent COVID-19 pandemic and the scarcity of food supply within the major supermarkets in the region. They discussed the importance of not wanting to rely on imported foods and a desire to modernize systems to better understand local production capacity with a desire to adopt and scale more efficient and sustainable systems for farmers and those producing food in the area. Participants offered reflections on the value

Reflecting on the agricultural landscape:

“We need a better assessment or tracking system to understand the processing capacity of the area, we need a tracking app, especially one that can address food waste diversion. We also need to track farms to understand how much is going into production in our own local area.” - Community Member

of mobile markets, food hubs, and community kitchens as a way to address transportation and mobility barriers, especially in the more rural parts of the region. Themes emerged around the value of co-locating food processing and food business incubator services within existing infrastructure. Participants felt that there are many community kitchens in the region, from schools to churches, that are under-utilized. It was felt that the city should invest in kitchen infrastructure to support more back-to-scratch cooking opportunities and also invest in workforce development within the areas of growing, cooking, processing, and transporting the region’s food.

Food Retail Environment and Food Access

When participants were asked what stood out to them in the food retail environment and food access data the most frequently cited data points were what was felt to be a high number of restaurants and eateries in comparison to a low



.....

**Reflecting on affordability:**

“The farmers market is not cheap. I go through there because I like to be there, but I can’t afford to buy anything or any of those good foods. We need more food pantries that prioritize choice.” - *Community Member*

“As far as the farmers markets are concerned when you go to a farmers market the produce is more expensive, so the farmers market feels bougie. It would be nice to have a farmers markets that caters to all income levels.” - *Community Member*

“Food donations without choice is really demoralizing and hard.” - *Community Member*

number of retailers that accept and participate in different nutrition assistance programs. At least half of the individuals who participated in the community conversations identified as currently participating in at least one form of nutrition assistance. Participants shared various experiences with participating in nutrition assistance programs that helped to stretch their food dollars. Food cost barriers emerged as a key theme impacting food purchasing and consumption practices. Participants expressed an interest and appreciation for the farmers markets in the area, but also shared that purchasing local food at the farmers market feels cost prohibitive.



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**Reflecting on Indigenous foodways:**

“We need to go back to the traditional way of learning how to produce, instead of solely relying on stores which has been a difficult way to keep food on the table. Today’s teachings on the food system do not happen, the children must travel back home to see it. A lot of students today have not been around livestock or traditional practices. Many students come from reservations, but they all come from a different background (ranches, homes, etc.). Those living in the homes may have land with cattle, but they do not sell it. It is mainly to sustain their family and to keep familial traditions. The mindset is not to make a large amount of money, it is mainly about helping others and being self-sustaining.” - *Community Member*

The quality and freshness of the food were also frequently identified as a motivational factor that impacts food purchasing behaviors. Participants described dissatisfaction with the quality of produce at the surrounding grocery stores. Participants shared a desire to have confidence in the quality of products. There was strong motivation to have local options, and this included a desire to know where the produce comes from and how it was grown, as well as increasing opportunities for community members to be able to have the tools and education to know how to grow their own foods. Indigenous participants described the impacts of the loss of traditional food systems. They acknowledged that the CFSA recognized many of the farmers in the region as Indigenous, yet felt the traditional growing practices and knowledge are not being passed down to younger generations. This included the need for supporting Indigenous meat processing facilities and infrastructure. Participants expressed importance in traditional foodways being taught both in schools, and outside of school settings.

**Food Consumption and Health**

When participants were asked what data stood out to them in the food consumption and health section of the CFSA, most participants were not surprised to see that none of the northern Arizona counties are meeting fruit and vegetable intake recommendations. Participants expressed a desire to consume more healthy, fresh, local food options, but went on to describe cost as the biggest barrier to being able to afford the healthy food they want to consume. Many individuals went on to describe and relate to the fact that the high cost of housing is impacting almost every aspect of life and living. Many participants described depending on food banks and food pantries and shared concern about the lack of healthy options. Of the few individuals that were familiar with nutrition incentive programs, many described a desire to see the city invest in more healthy food incentive options and increase awareness about opportunities, such as the Double Up Food Bucks Supplemental Nutrition Assistance Program (SNAP) fruit and vegetable incentive program. Participants also shared a



desire for the city to incentivize more healthy food retail options, both restaurant eateries and grocery stores. They expressed a desire for fewer fast-food options that were perceived to be less healthy and a demand for healthier options. Educators who work with children and young adults and individuals with children shared a desire of wanting children to have a chance to try new healthy foods. They expressed interest in seeing a comprehensive approach to supporting healthy food options for children from what is served in schools, to more school gardens, to more education and cooking demonstrations on how to cook and prepare healthy foods. It was felt that efforts such as these would improve the health of children and their families. Educators also described the value of having young adults work and help out on the farms in the region. It was felt that this would increase awareness of how food is grown and healthy options, while also meeting a job needs for both students and farmers.

**Food Waste and Recovery**

Participants in all conversations and across all age groups and demographics were overwhelmingly surprised and shocked by the food waste data in the CFSA. They expressed concerns that Arizona as a whole was identified as producing the most food waste in the nation. Different themes emerged in each conversation regarding perceptions of what was contributing to and impacting food waste the most in northern Arizona. Participants cited concerns with the amount of grocery and restaurant waste. They expressed varied understanding of beliefs around the associated liability issues and expressed a desire for the city to work with the local area pantries on improved hot food recovery options and perishable community fridge options to improve access for those most disparately impacted by food insecurity. There was differences in understanding of composting

practices with a theme emerging around beliefs that only those growing food would also participate in composting. This correlation was especially evident within the community conversation that centered young adults. Within demographic trends, young adults and seniors expressed the greatest concern in prioritizing food waste and recovery practices.

**Making Meaning of the Data and Points of Confusion**

Participants shared appreciation for all of the various CFSA data in helping to provide an overall picture of the northern Arizona food system, while also expressing confusion with how to make sense of the data. Themes emerged in all conversations in questioning whether a data point was ‘good’ or ‘bad’. Participants often questioned how to understand data sources. There were themes in confusion around percentages that were offered and a desire to understand how interconnected issues may be impacting metrics. Participants expressed a desire for comparative

**Reflections on healthy students and opportunities:**

“We all love community gardens, but the maintenance is hard. Gardens do not have summers off and that is the hardest thing with school-based gardens. We need to create more opportunities to take kids out to farms to assist farmers. This both lightens the load with farmers and serves as a path forward for kids who need jobs. Grants could pay kids to help farmers. High school students want jobs and want to be on the land and want to be healthy. We should incentivize something like that here in Flagstaff.” - *Community Member*

“I can really relate to the data point that none of us are meeting fruit and veggie intake recommendations. I grew up not eating fruits and veggies and now it's hard because I don't know what to do. My kids and I have been taking classes in how to incorporate more fruits and veggies into our diets, but it's a struggle because I didn't know anything.” - *Community Member*

**Reflections on food waste and recovery:**

“It's strange that 44% say they are composting, but only 14% report growing their food. What's the purpose of composting if you aren't going to grow? This is a strange percentage, so the city should dig into this more. Maybe people are composting, but unsure what they are doing with it. I don't know.” - *Community Member*

“I live in an apartment, and I would like to have a community garden. The city should provide an incentive for a community gardens and recycling and composting at all apartments. We have so much passion and knowledge in this room. People just need more information and incentive. This would cut down waste.” - *Community Member*





data sources with similar ‘peer’ communities and with statewide averages across different counties. Participants also expressed a desire to dig deeper into trends over time.

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**Reflections on How to Make Sense of the Data:**

“How do I know that I should be concerned about these data points and with so many different data points they all seem concerning and hard to prioritize where to focus.” - *Community Member*

Participants shared an interest in digging deeper into food insecurity data in particular and described opportunities to tell the larger story around food insecurity, especially as it is associated with high housing costs and the high cost of living in general. Participants also expressed a desire to better understand the data around how many individuals and households are growing and producing their own foods. In making sense of the data, participants shared that a better understanding of home food production could serve as an opportunity to grow small businesses and opportunity to bring in additional money be selling small, such as selling through farmers markets.

**Food System Barriers and Challenges that Should be a Priority Focus Area for the City of Flagstaff**

Overall, community conversation participants expressed the greatest challenges to the regional food system stem from lack of infrastructure and

distribution. Participants felt that the biggest barrier to overcoming challenges in this area were cost related. Participants shared that lack of funds exist to expand food processing infrastructure and shared a concern that food producers do not have enough personnel, or ‘human power’, to expand capacity to improve distribution. Many participants expressed feelings that tourism is prioritized over community resident needs and that this contributes to funding gaps that aren’t being filled. Participants cited a belief that taking care of community first would result in a healthier region overall.

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**Reflections on the intertwined connections with tourism:**

“I understand we are dependent on tourism, but it seems their needs are prioritized over the residents. How do we change that?” - *Community Member*

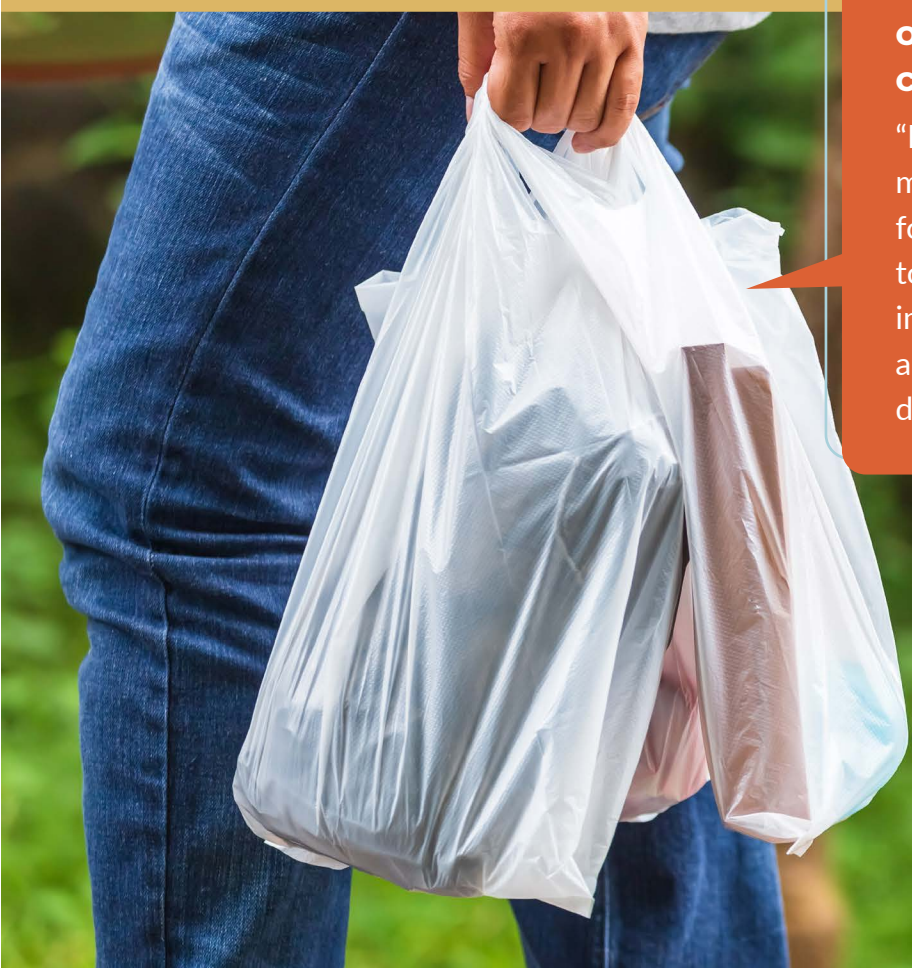
“Tourism brings in a lot of money for Flagstaff, however the community is still struggling to afford food and housing. There is a need for local-only discounts, policies on short-term and long-term rentals, and more affordable grocery stores rather than restaurants.” - *Community Member*

“Do not forget about the community. Flagstaff needs to say no to tourists, and yes to its community.” - *Community Member*

**When asked to think to the future and where community members would like to see the City of Flagstaff invest time, energy, and resources themes emerged in the following areas:**

- Priority opportunity theme 1: Increasing food hubs across northern Arizona.
- Priority opportunity theme 2: Improving partnerships that are focused on food distribution challenges and innovations.
- Priority opportunity theme 3: Incentivizing healthy food options to be more affordable.
- Priority opportunity theme 4: Making it more possible/accessible for northern Arizona to grow their own food.

When reflecting on the possibility of a future strategic food business opportunity community kitchen business incubator spaces were named as a feasible focus area. Participants shared opportunities to utilize underutilized kitchen spaces that could nurture business development and influence many of the data metrics across all sections of the CFSA from addressing production, processing, hunger, and waste. Participants shared successful examples from other states, such as Colorado and Oregon, that they believed could be replicated in Flagstaff and in partnership with existing resources.



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**Reflections on future opportunities to address challenges:**

“I want to see the City allocate time and money with helping with distribution of food and spend time trying to get grants to help with distribution. Location is important, especially if you don’t have a car and transporting groceries can be difficult.” - *Community Member*



# Stakeholder Gatherings

## Summary of Findings

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### Stakeholder Gatherings

The CFSA community engagement project included two (2) stakeholder gatherings. In-person stakeholder gatherings were hosted at the Coconino Center for the Arts in October 2024. The gatherings had a total of 75 people register and an actual participation reach of 47 stakeholders with the average group size consisting of 24 stakeholders and lasting approximately two and a half hours. Stakeholders were invited through the City of Flagstaff and Flagstaff Foodlink networks. Stakeholders were defined as professionals, partners, and advocates who have a vested interest in improving the northern Arizona food system. Participants represented the following sectors: emergency food, private business, transportation, academia, farms, faith-based, city government, county government, nonprofit, healthcare, and tribal organizations.

### Stakeholder Gathering Themes

The goals of the stakeholder gatherings mirrored the community conversations and focused on reflecting on key data points from the CFSA report and sharing priorities to inform the development of the future Food Action Plan and strategic food business opportunity. A summary of themes that emerged from the stakeholder gatherings were categorized into the following overarching themed areas:

- CFSA data themes that sparked curiosity within each of the six focus areas.
- Priorities for Flagstaff’s food future.
- Stakeholder recommendations.

### CFSA Points of Interest

#### Agricultural Landscape and Food Production Themes

In reflecting on the agricultural landscape and food production data stakeholders were most curious about the **number of farms and ranches** in the region and surprised at the **number of Indigenous producers**. There was interest in better understanding more about who the farmers and ranchers are. Small group conversations shared interest in making Indigenous farming ‘more visible’ and interest in understanding if Indigenous producers were interested in scaling and selling at markets. There was also interest expressed among stakeholders in increasing direct to consumer sales opportunity.

“We still don’t have the full data and picture to see the impact on agriculture landscape and production post COVID. We are still feeling the impact of so much loss from the pandemic.” - Stakeholder

#### Food System Infrastructure Themes

In reflecting on the food system infrastructure data stakeholders were most curious about the **dissatisfaction with zoning regulations** and wanting to better understand what specific



“The missing piece in Flagstaff is to have smaller markets embedded in the community to be able to get smaller necessities and have it within walking and biking distance.” - Stakeholder

zoning regulations were impacting food businesses the most and what opportunities there were to streamline and improve zoning challenges. Stakeholders also discussed interest in **improving access to commercial kitchens and food production spaces that already exist** for shared use opportunities to address the most immediate infrastructure needs. Stakeholders that are or represented farmers also noted that you can’t address infrastructure without also addressing labor and the importance of increasing on-farm labor support for all farmers across the region. Small group discussions also touched on the need for culturally relevant processing facilities, especially to support traditional foodways among Indigenous producers and ranchers.

“There are so many hidden costs related to infrastructure and business operations that make it hard. There’s hidden costs in distribution - from fuel, to where the food is coming from, to licensing fees, to liabilities and making sure no one is getting sick from your food and how it is processed. We need to address all of those barriers.” - Stakeholder

### Food Retail Environment Themes

In reflecting on the food retail environment data stakeholders were most curious about what was perceived to be a **high number of restaurant eateries versus a low number of food grocery outlets**. There were also themes in conversations around the **cost of local food** and curiosity if there was capacity or interest among local food producers to get more local foods into local food retail outlets. Stakeholders also discussed concerns about what is perceived to be a low number of retail outlets that accept Supplemental Nutrition Assistance Program (SNAP) and Women, Infants, and Children (WIC) benefits.

### Food Consumption and Health Themes

In reflecting on the food consumption and health data stakeholders were most curious about the **percentage of income being spent on food** and how that impacts the quality and types of food being purchased. Stakeholders also remarked on the high cost of food and how that impacts **affordability** of ‘healthy’ versus ‘unhealthy’ options for northern Arizona residents.



Stakeholders also discussed the importance of making healthy food options available in **schools** and offering growing, cooking, and nutrition education to support health of students of all ages.

“The data tells me that people seem to be comfortable shopping at the large grocery stores. Markets seem to be more of a cute thing rather than a place for getting weekly groceries.” - Stakeholder

“There’s an assumption here that people have choices and the ability to make healthy choices, but the truth of the matter is that they might not. The cost of living in Flagstaff is high and it is compounded with high cost of food prices and this limits choice and therefore impacts health.” - Stakeholder

Food Access Themes

In reflecting on the food access data stakeholders were most curious about the perceived **low percentage of people interested in growing food** and perceived **low number of people interested**

**in increasing access to more farmers market** opportunities. Stakeholders continued to discuss other local food access outlet opportunities beyond farmers markets to interest in community fridges, food hubs, and more delivery options.

Food Waste and Recovery Themes

In reflecting on the food waste and recovery data stakeholders were most curious about the **amount of waste**. Small group conversations focused on the perceived misinformation around **liabilities around food recovery** and re-distribution and the amount of food that is thrown out at grocery stores if it is perceived to be ‘flawed’.



“I want to better understand what percentage of food waste is occurring in each local food level. What is the amount of food waste here in Flagstaff at the production, transportation, and store levels? This would help to inform us what to do next or what level to address or prioritize first that could result in the biggest impact.” - Stakeholder

Stakeholder Priorities for Flagstaff’s Food Future

Stakeholders were asked to reflect on the six focus areas within the CFSA and then asked to rank and prioritize the top areas that they feel should be prioritized in the development of the Food Action Plan. Stakeholder priorities by CFSA domain ranked as follows:

Priority focus areas from most important to least with 1 being the top priority and 6 being the lowest stakeholder priority	
1	Food access
2	Agricultural landscape and food production
3	Food retail environment (Tie with #4)
4	Food system infrastructure (Tie with #3)
5	Food waste and recovery
6	Food consumption and health

Stakeholder Recommendations

Stakeholders were asked to share one priority recommendation that the City of Flagstaff could focus on for future food business development. The following themes emerged:

- Focus on supporting food recovery businesses.
- Encourage climate-smart crop production among existing farm businesses in the region.
- Implement innovative incentive programs to assist with local food distribution.
- Ensure that all city-owned buildings and spaces are equipped with climate-smart infrastructure, such as water catchment systems, solar, and free publicly accessible composting stations and support the production of food on these city-owned spaces.



# Summary of Conclusions and Recommendations

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The findings from the CFSA community engagement project provide direct insight into community member and stakeholder experiences, perceptions, and needs to shape and grow a sustainable community food system for northern Arizona. Recommendations offered by the community and stakeholders, including opportunities to consider, are highlighted in each of the engagement sections. In addition, general recommendations that summarize and highlight overall findings offer the following:

**Food Action Plan Development Recommendations:**

- Priority focus areas to consider in the development of the food action plan are food access, food production, food infrastructure, and the food retail environment.
- Integrate culturally-relevant cross-cutting strategies that center Indigenous food ways across all priority areas.
- Add city-led food action plan strategies that integrate climate-smart infrastructure to support food production.

- Conduct a deeper analysis of city zoning regulations to better understand which regulations are perceived to be the most impacting food businesses.
- Align food action plan efforts with other existing plans, such as general plans and community health improvement plans to avoid duplication of effort and maximize resources.
- Center youth and student-led development opportunities that engage the next generation in food system initiatives.

**Strategic Food Business Development Opportunities:**

Consider developing or resourcing the following potential food business opportunities based on combined insight from both the community conversations and stakeholder gatherings as informed by the CFSA data:

- **Business development opportunity 1:** Food hub development with a focus on aggregation and distribution. This could be developed in conjunction with the existing resiliency hubs.
- **Business development opportunity 2:** Expand access to commercial kitchen business incubator spaces. This could leverage existing spaces and infrastructure for shared cooperative opportunities.
- **Business development opportunity 3:** Develop a farmer workforce/apprenticeship initiative. This could be youth-focused and implemented in collaboration with FUSD with a focus on developing future career pathways and addressing existing workforce shortages among area farmers.

In conclusion, the community engagement efforts found that the CFSA provided a comprehensive picture of the northern Arizona food system and sparked deep curiosity among community members and stakeholders that are passionate and committed to growing a more robust and

sustainable local food system. The engagement effort served as an opportunity for nurturing connection, building trust, and setting pathways to continue shared decision-making between the city of Flagstaff and northern Arizona community members.





Appendix

City of Flagstaff Community Food Conversation Discussion Guide



Introduction	<p>Hello, my name is (insert name) and I am joined by (insert notetaker/translator names). We work with Pinnacle Prevention, an Arizona-based nonprofit, working on behalf of the City of Flagstaff and Flagstaff Foodlink.</p> <p>We have invited you here today to reflect on the findings from the recent community food system assessment and share your wisdom with us on the findings and the issues that feel the most pressing to you to prioritize to support the growth of a sustainable food system within the City of Flagstaff and the Northern Arizona region. When I say ‘food system’ I am referring to the many different elements of a cycle that bring food to our tables from growing, transporting, processing, buying, preparing and cooking, as well as disposing and reuse.</p> <p>Your input is part of a collaborative multi-year commitment by the city and partners that will inform the development of an action plan to make improvements in how we grow, access, buy, and support local food producers.</p> <p>There are no right or wrong answers during our conversation today. When we talk in a group like this, it allows for people to agree or disagree depending on their personal beliefs or experiences. This is a good thing, so it is important that we respect each other and any differences that may be shared. Remember, you are the experts and know your community the best. You hold power in the wisdom you share. We are here to listen and learn from you.</p>
Goals/ Purpose Summary	<p>So, in summary, the goals for our time together today are to:</p> <ul style="list-style-type: none"><li>• Reflect on and be in conversation around some key highlights from the community food system assessment;</li><li>• Understand your perspectives on overall needs, gaps, and barriers; and,</li><li>• Listen and learn about what should be prioritized in future planning and policy efforts.</li></ul>

Supporting Safety, Trust, and Transparency	<p>Your voice and the wisdom that you share today are important. Some of what you identify as priorities today may be things that can be implemented and addressed in the near future and then some things that you may request may be things that will take a couple of years to plan and implement as they may require securing additional resources, funding, or changing policies. Even though you may not see action right away, leaders take what you share seriously and are committed to supporting long-term change. Everything you share will be summarized in a final report provided back to the City of Flagstaff for them to use in designing their future planning efforts around your needs. While we are using nametags today so that we know who you are, your names and information will not be identified or used in the final report. We will not be asking very sensitive questions today, but you don't have to share anything that you don't feel comfortable sharing. You will see us taking notes to make sure that we accurately capture the important wisdom that you share with us. This report will be made available on the city website for you to see and access in late fall and you may also request copies of the final report from the community conversations from us as well. Our contact information will be shared with you at the end of our time together today. Feel free to get up to use the restroom or attend to anything you need to during our time together today. We respect your time. We are scheduled to be together for approximately one and a half hours. After the discussion you will be receiving a Visa gift card in appreciation for your time and participation today.</p> <p>What questions or concerns can I answer before we begin?</p>
Ice-Breaker and Introductions	<p>Let's start with introductions and have you share the following:</p> <ol style="list-style-type: none"><li>1) Your first name, and</li><li>2) Your favorite food.</li></ol>
Introducing the Community Food System Assessment Key Data Highlights	<p>The City of Flagstaff completed a 12-month long assessment of the regional food system last year, in 2023. This includes conducting surveys, interviews, and focus group conversations as well as examining data to give us a picture of the current food landscape here in Northern Arizona. The assessment focused in on six (6) distinct areas including:</p> <ol style="list-style-type: none"><li>1) The agricultural landscape and food production</li><li>2) Food system infrastructure</li><li>3) The food retail environment</li><li>4) Food consumption and health,</li><li>5) Food access, and</li><li>6) Food waste and recovery</li></ol> <p>The final assessment is available on the city website, and you also have a printed copy available to you today. We are going to reflect on some key highlights from each of those six areas. We will also refer to some summary handouts that we will share with you as we go and as we reflect together.</p>



<b>Agricultural Landscape and Food Production</b>	<p>Let’s start with the agricultural landscape and food production. (Refer to printed report and summary handout for reference). This looks at where our food comes from, from farming and ranching to backyard gardening.</p> <p>Some highlights on the agricultural landscape and food production section of the assessment identified that Northern Arizona is home to just over 11,000 farms and ranches; however, we are seeing a decreasing loss in the numbers of farms and ranches and agricultural acreage. Most producers in the region are Indigenous and the top five crops produced are hay for foraging, wheat for grain, corn, vegetables, and grass seed crops.</p> <ul style="list-style-type: none"><li>• What stands out to you the most from the information in this section and why did it catch your interest or curiosity? <u>Probes:</u><ul style="list-style-type: none"><li>o When you say [X], why do you feel that is important?</li></ul></li><li>• How would you like to see the City of Flagstaff collaborate with food producers to increase their production? <u>Probes:</u><ul style="list-style-type: none"><li>o What resources would you like to see provided to food producers?</li><li>o When you say [X], why do you feel that is important?</li></ul></li></ul>
<b>Food System Infrastructure</b>	<p>We are going to move on to the next section now, which is food system infrastructure. (Refer to printed report and summary handout for reference). When we say infrastructure, we are thinking about food is moved from farms and then processed and distributed out to the community.</p> <p>Some highlights from this section of the assessment identified that there are limited numbers of food processing facilities, especially livestock and meat processing facilities, in the region; 83% of survey respondents that manufacture a food product do so at home versus in a commercial/certified kitchen; 24% of food and farming businesses expressed dissatisfaction with zoning regulations that impact their businesses; and, there is a lack of distribution infrastructure in Northern Arizona limits food and farm business’ ability to sell beyond their immediate communities.</p> <ul style="list-style-type: none"><li>• What surprised you in the findings here? <u>Probes:</u><ul style="list-style-type: none"><li>o When you say [X], why do you feel that is important?</li></ul></li><li>• In what ways do you think the City of Flagstaff can build infrastructure resources and support to benefit the northern region as a whole in producing and making more local foods available? <u>Probes:</u><ul style="list-style-type: none"><li>o What have you seen or heard about that has been done elsewhere that you would like to see done here in Flagstaff?</li></ul></li></ul>

<b>Food Retail Environment and Food Access</b>	<p>Moving into the food retail environment and food access sections – this looks at how and where food is purchased by consumers from stores to restaurants, and more. Food access means looking at what community do or do not have access to when it comes to affordable, culturally relevant, and nutrient dense food options. (Refer to printed report and summary handout for reference).</p> <p>Some highlights from the food retail section of the assessment identified that the City of Flagstaff is home to 3 farmers markets, 1 community supported agriculture site (also known as a CSA where farmers provide produce boxes for direct purchasing and pickup to their customers), 18 grocery stores, 14 convenience stores, and 276 restaurants and eateries. The assessment also found that Flagstaff shoppers are mostly getting food from grocery stores; 14% of survey respondents grow, hunt, or fish for their food; 26% of survey respondents would buy more local food if it were affordable; and only 20% of shoppers are satisfied with their grocery options.</p> <p>When it comes to food access, the community food assessment identified that Northern Arizona experiences higher rates of food insecurity than the state average. The City of Flagstaff has 16 food pantries and/or food assistance sites, 12 retailers that accept SNAP EBT benefits (formerly known as food stamps), 7 retailers that accept WIC (Women, Infants, and Children) eWIC (or EBT) food benefits, and 3 sites that offer Double Up Food Bucks, which is the SNAP EBT fruit and veggie matching program. In addition, 19% of survey respondents reported wanting more farmers market options in the region and 14% of respondents want more information or knowledge on how to grow their own food.</p> <ul style="list-style-type: none"><li>• What stands out to you the most from the information in this section and why did it catch your interest or curiosity? <u>Probes:</u><ul style="list-style-type: none"><li>o When you say [X], why do you feel that is important?</li></ul></li><li>• In what ways do you think the City of Flagstaff elected leaders and other leaders in the region can support a stronger food retail environment and make local food more accessible? <u>Probes:</u><ul style="list-style-type: none"><li>o What factors should leaders be aware of, that you feel most impacts you, your friends, and neighbors’ ability to shop for local foods?</li><li>o We know that the location of food retail environments is important. Where do you feel there are neighborhoods within the City of Flagstaff that should be prioritized and why those neighborhoods?</li></ul></li><li>• In what ways do you think the City of Flagstaff should be involved in reducing hunger to support a more food secure community? <u>Probes:</u><ul style="list-style-type: none"><li>o What populations or groups do you feel should be centered or prioritized and why?</li><li>o What do you think could be done to result in a more accessible and equitable food system?</li></ul></li></ul>
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<b>Food Consumption and Health</b>	<p>The food consumption and health section reflects on the food we eat and how that impacts the wellbeing of individuals and our communities. (Refer to board for visual and printed copies for reference).</p> <p>Some highlights from this section of the assessment identified that Northern Arizona shoppers spend 11% of their total consumer spending on food; 66% of food spending is on food consumed at home; None of the Northern Arizona counties are meeting fruit and vegetable intake recommendations; 21% of survey respondents report not being able to afford the healthy food they want; and, the high cost of housing was reported as a barrier to healthy eating.</p> <ul style="list-style-type: none"><li>What stands out to you the most from the information in this section and why did it catch your interest or curiosity?</li></ul> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>When you say [X], why do you feel that is important?</li></ul> <ul style="list-style-type: none"><li>In what ways do you think the City of Flagstaff can increase the availability of healthy and culturally relevant food options?</li></ul> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>What would this look in the more rural areas of Northern Arizona and what factors should leaders consider?</li></ul>
<b>Food Waste and Recovery</b>	<p>The last section of the assessment examined data around food waste and recovery. When we are thinking about food waste and recovery, we are talking about how food that doesn't get eaten is recovered, shared, composted, or landfilled. (Refer to board for visual and printed copies for reference).</p> <p>Some highlights from this section of the assessment identified that Arizona produces the most food waste in the nation of all of the states. 5.8 million pounds of food are wasted each year in the City of Flagstaff. There are 8 food waste and composting organizations operating in the City of Flagstaff, however there are limited options for hot food recovery from restaurants and caterers. 44% of survey respondents report already composting at home and 11% of survey respondents listed eliminating waste as a top personal food system goal. From the business lens, 19% of Flagstaff businesses indicated that a composting program would support their business development.</p> <ul style="list-style-type: none"><li>What surprised you in the findings here?</li></ul> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>When you say [X], why do you feel that is important?</li></ul> <ul style="list-style-type: none"><li>What efforts would you like to see the City of Flagstaff lead, implement, or expand to reduce food waste?</li></ul> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>What have you seen or heard about that has been done elsewhere that you would like to see done here in Flagstaff?</li></ul>

<b>Future Thinking</b>	<p>Now we want you to think to the future of one strategic food or farm business opportunity that you would like to see happen here in Flagstaff. There are some limitations in what can and cannot be done, but we just want you to dream together. So, based on all of the data we reflected on and discussed today - when it comes to food, farming, and wellbeing - where could the City of Flagstaff invest some and energy to test and pilot? This could be something like developing a more robust food hub or commercial community kitchen, or something completely different. Share with me what you would like to see.</p> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>What have people in your neighborhood said they would like to see more of?</li><li>When you say [X], why do you feel that is important?</li></ul>
<b>Closing Reflection Prompt</b>	<p>What didn't we ask you that you feel is really important for leadership with the City of Flagstaff and other elected officials in the region to know when it comes to supporting a thriving and sustainable community food system?</p> <p><u>Probes:</u></p> <ul style="list-style-type: none"><li>What do you wish people understood better about the needs and desires of you, your neighbors, and community?</li></ul>
<b>Wrap-Up</b>	<p>Thank you so much for taking the time to be here today and sharing your wisdom with us. As I mentioned at the beginning of our conversation, we will use the information you shared with us to help the City of Flagstaff and Flagstaff Foodlink develop a food action plan and identify policy opportunities that are the most meaningful to all of you and the priorities you shared. As a reminder, some of the recommendations you offered might be possible to implement soon and other recommendations may take some time. Other needs you shared may require resources and support outside of what the City of Flagstaff can offer, but the insight is still valuable for informing how the city can collaborate with others.</p> <p>You will be receiving a Visa gift card in appreciation for your time and participation before you leave today. (Facilitator explain how the Visa gift card works and obtain signature of receipt).</p>

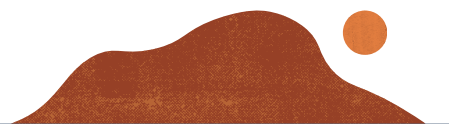




# 2024 COMMUNITY FOOD SYSTEM ASSESSMENT



CITY OF FLAGSTAFF &  
NORTHERN ARIZONA







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All photos in this document were provided by the City of Flagstaff Sustainability Office, Flagstaff Foodlink, and our food system partners.







*“This report will serve as a tool to enact strategic policy and investment strategies to address key barriers and leverage existing strengths to improve public health, foster community building, and increase capacity of the local food system to better serve the needs of residents.”*

# Foreword

*From the City of Flagstaff, Mayor’s Office*

The City of Flagstaff Community Food System Assessment represents a collaborative effort, reflecting the dedication and advocacy of those committed to establishing a sustainable and equitable food system. We recognize and thank them for their efforts.

This report is the culmination of the initial phase of the city’s 3-year “Assessing & Growing a Sustainable Community Food System” project to deepen our understanding of the challenges and opportunities related to food access and distribution throughout Northern Arizona. While the primary focus of this assessment is on the City of Flagstaff, we want to honor Flagstaff’s interwovenness with neighboring communities and counties. As such, the assessment also includes findings from Coconino, Mohave, Apache, Navajo, and Yavapai counties. Without them, a sustainable, local, and accessible food system could not exist.

This assessment has three overarching goals. The first is to establish a comprehensive understanding of the northern Arizona and Flagstaff Food System, identifying both assets to strengthen and obstacles to overcome to achieve a sustainable food system. The second is to create a baseline of crucial food system metrics that can be monitored over time, enabling the community to measure progress in building a resilient and just food system. Finally, the assessment sets the stage for actionable policy, recommendations, and the development of a forthcoming Community Food Action Plan, laying the groundwork for meaningful change and improvements in our food system.

The City is committed to enhancing urban agriculture as a means of creating a sustainable, resilient, equitable, and thriving food system. This report will serve as a tool to enact strategic policy and investment strategies to address key barriers and leverage existing strengths to improve public health, foster community building, and increase capacity of the local food system to better serve the needs of residents. These findings will also support the incorporation of sustainable food systems strategies into policy guiding plans such as the Flagstaff Carbon Neutrality Plan and 2045 Regional Plan.

Community engagement is vital to this process, as it fosters creative partnerships, brings a diversity of voices into decision-making processes, promotes equity, and advances community-driven goals. We invite all community members to engage with this project to cultivate a sustainable, resilient, and equitable food system in Northern Arizona for the benefit of all. To learn more and contribute to this project, you can visit our website at [www.flagstaff.az.gov/NAZFSA](http://www.flagstaff.az.gov/NAZFSA).

*Becky Daggett*  
**Becky Daggett, Mayor**





## Acknowledging the Land

The City of Flagstaff humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations, who will forever know this place as home.

The project team for this Community Food System Assessment recognizes that this acknowledgment does not replace action. We commit to building meaningful relationships with stewards of this land and deepening our understanding of how this history impacts our food system today.



# Acknowledging People

*This assessment was supported by the energy and input of residents and community partners alike.*

*Particular thanks are extended to:*

**1,000+ RESIDENTS** who took the time to complete the community-wide survey, **THIRTY-FOUR** focus group participants who shared their time and wisdom with us, and **THIRTY-THREE** community organizations who participated in the social network analysis.

*A very special thanks to:*

**THE PROJECT STEERING COMMITTEE** who met multiple times throughout the project to dig deep into the data, ask great questions, and shape the assessment that follows.



## STEERING COMMITTEE MEMBERS

**ART LEEDS**  
Rocking L3 Ranch | Farmer & Rancher

**GAYLE GRATOP**  
UA Cooperative Extension | Agent - Family, Consumer, and Health Sciences

**ELIZABETH TAYLOR**  
Arizona Department of Agriculture (AZDA) Food & Policy Advisory Committee (FAPAC) | Chair

**MELISSA ECKSTROM**  
Flagstaff Foodlink | Board Co-President

**PETER FRIEDERICI**  
NAU Sustainable Communities | Director, Rural Foods Pathways Project

**SANDRA LUBARSKY**  
Flagstaff College and Communiversity | President

## CITY OF FLAGSTAFF SUSTAINABILITY OFFICE

**SUMMER WHITE**  
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Food Systems Coordinator

## NEW VENTURE ADVISORS

**EILEEN HORN** | Team Lead  
**MAYA ATLAS** | Project Manager  
**JULIA LAROCHE** | Research Associate

# What is a Food System?

*The “food system” is the process food follows as it moves from the farm to your table*

A Food System is a cycle that encompasses a range of activities:

- **Growing, foraging, and ranching;**
- **Processing; transporting and distributing;**
- **Retailing and marketing;**
- **Preparation and cooking;**
- **Eating;**
- **Waste management;**
- **Safety;**
- **Land and water stewardship;**
- **Environmental preservation.**



The journey our food takes through the food system is influenced by our northern Arizona ecosystem, research, education, funding, policies, and our community’s rich cultural traditions.

In the past, our food system was mostly self-sufficient: food was grown, processed, sold, consumed, and disposed of in one place, and food choices were restricted to what could be grown and gathered in our region.

## OUR FOOD SYSTEM VALUES

- |                |              |
|----------------|--------------|
| EQUITY         | FOOD JUSTICE |
| HEALTH         | RESPECT      |
| SUSTAINABILITY | HUMAN RIGHTS |



Today, our food system is global, and we have unprecedented access to foods grown around the globe. This global food system impacts the health of our people and our planet.

Producing food is a major economic activity in our region, but certain industrial farming practices and food waste have negative impacts on our environment and change our climate. Food is not distributed equitably around our communities, causing health challenges like hunger and obesity. The energy and resources consumed to grow, harvest, process and transport food in this global system are also significant.



In response, communities like ours have looked to food systems as an opportunity to tackle these challenges.

*When food system activities are localized, there are more opportunities to support the economy, reduce transportation emissions, and promote a healthier community.*



THE FOOD SYSTEM



KEY AREAS OF THE FOOD SYSTEM

AGRICULTURAL LANDSCAPE & FOOD PRODUCTION

Where our food comes from. This includes everything from farming to ranching to backyard gardening.



FOOD SYSTEM INFRASTRUCTURE

How food is moved from the farm and then processed and distributed to places where people consume it.



FOOD RETAIL ENVIRONMENT

How and where food is purchased by consumers at stores, restaurants, or cafeterias.



FOOD CONSUMPTION & HEALTH

How the food we eat impacts the health of individuals and our communities.



FOOD ACCESS

How community members have (or don't have) access to adequate, affordable, and culturally relevant foods.



FOOD WASTE & RECOVERY

How food that doesn't get eaten is recovered and shared, composted, or landfilled.



# Our Food System Assessment Process

**JANUARY 2023** The City of Flagstaff Sustainability Office was awarded a USDA Urban Agriculture and Innovative Production grant to support the development of a northern Arizona food systems assessment. The community food system assessment was designed to improve the community’s understanding of gaps and opportunities in the regional food system and to lay the groundwork for the creation of recommendations in a community food action plan for Flagstaff and the surrounding region.

**MAY 2023** The City of Flagstaff contracted with New Venture Advisors (NVA), a strategy consulting firm specializing in food system planning and food enterprise development to complete this community food system assessment. The City of Flagstaff partnered with Flagstaff Foodlink, and a steering committee of key stakeholders in the regional food system to inform the project.

*Together, the City of Flagstaff, Flagstaff Foodlink, the steering committee, and the team at NVA facilitated a twelve month-long assessment process.*

## Components of the Assessment

**Extensive secondary data collection:** Information was pulled from the key county, state, and national datasets that help us understand our food system. Sources include the U.S. Census, the USDA Census of Agriculture, CDC, County Health Rankings, Feeding America, and local community health assessments and reports.

**Community-wide survey:** Community members from across the five-county region were invited to share their experiences and perceptions of the regional food system. We received 1,041 total responses from a variety of food system participants—consumers, growers, and food businesses.

**Focus groups:** Thirty-four key food system stakeholders participated in focus groups to share their on-the-ground insights and experiences. Focus groups covered six food system audiences:

- 1. Food Retail Outlets
- 2. Farmers/Ranchers
- 3. Funders in the Food System
- 4. Institutional Food Purchasers
- 5. Emergency Food Access
- 6. Food Waste/Recovery

## Social Network Analysis

A social network analysis (SNA) was conducted with representatives from thirty-three key regional food system organizations to understand the connections and relationships between stakeholders within the food system. The purpose of this SNA was to identify central players in the local food system, understand community structures, and pinpoint bridge organizations within these networks.

*Together, these data provide a picture of the northern Arizona and City of Flagstaff food system, providing actionable insights for enhancing collaboration, identifying potential areas for intervention, and supporting decision-making processes among stakeholders in the food system.*  
*The SNA is included in its own report document, accessible at: [www.flagstaff.az.gov/NAZFSA](http://www.flagstaff.az.gov/NAZFSA)*

## How to Read this Assessment

Each of the six food system sectors—**Agricultural Landscape and Food Production, Food System Infrastructure, Food Retail Environment, Food Consumption and Health, Access to Food, and Food Waste and Recovery**—contains information about both the five-county northern Arizona food system (comprising Coconino, Yavapai, Mohave, Apache, and Navajo Counties) and the City of Flagstaff in these four sub-sections:

- 1 Sector Facts:** These are the key secondary data points for both northern Arizona and the City of Flagstaff (where city-level data was available). These mostly quantitative data are generated by government and nonprofit organizations (i.e. the Census of Agriculture, conducted by USDA).
- 2 Survey & Focus Group Findings:** These are the qualitative data from the community-wide survey and sector-specific focus groups.
- 3 Trends & Challenges:** These are the key findings and themes that emerged across the secondary data, survey, and focus groups.
- 4 Remaining Questions:** These are the remaining questions that will require additional research and community engagement.

 *Data specific to the city of Flagstaff is called out in the “Flagstaff in Focus” boxes throughout this document.*





# Agricultural Landscape & Food Production

Where our food comes from, including everything from farming to ranching to backyard gardening.

## Sector Facts

Northern Arizona is home to 11,670 farms/ranches, with 17.1 million acres in production.

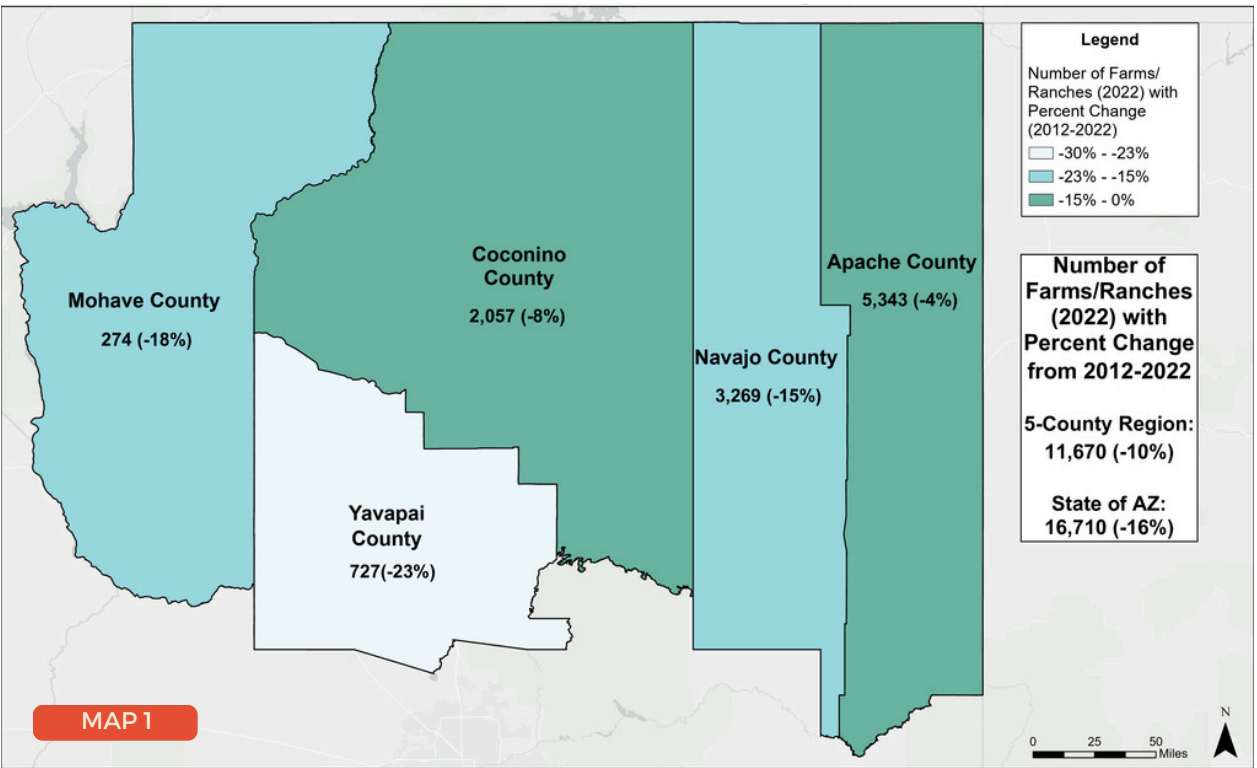
This region represents 70% of all Arizona farms/ranches and 67% of the state’s agricultural acreage.<sup>1</sup>

In the last decade (2012–22), northern Arizona has seen:

- 10% loss in the number of farms/ranches. The state lost 16% over that same period.
- 4% loss of agricultural acreage.
- Variation in average farm/ranch size change, ranging from -26% in Mohave County to +3.8% in Yavapai County.<sup>2</sup>

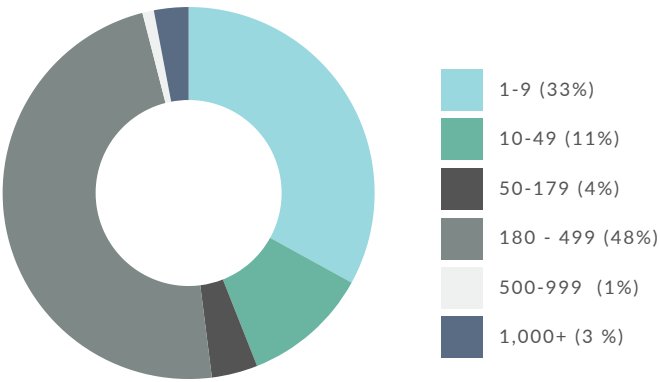
(See Map 1)

Number of Farms / Ranches (2022) with % Change (2012-2022)



FARM / RANCH SIZE BY ACREAGE (2022)

FIGURE 1



48% of farms/ranches fall within the size category of 180–499 acres.

33% fall in the smallest category of 1–9 acre farms.<sup>3</sup> (See Figure 1)

Northern Arizona farms/ranches account for just 3.4% of the state’s agricultural sales despite being home to 67% of Arizona’s agricultural acreage.

Total agricultural sales in northern Arizona in 2022 accounted for 3.4% of state agricultural sales (\$178,142,000).

Of these sales \$6,584,000 are local direct-to-consumer sales. Between 2017 and 2022, these direct-to-consumer sales grew by 60.8%.

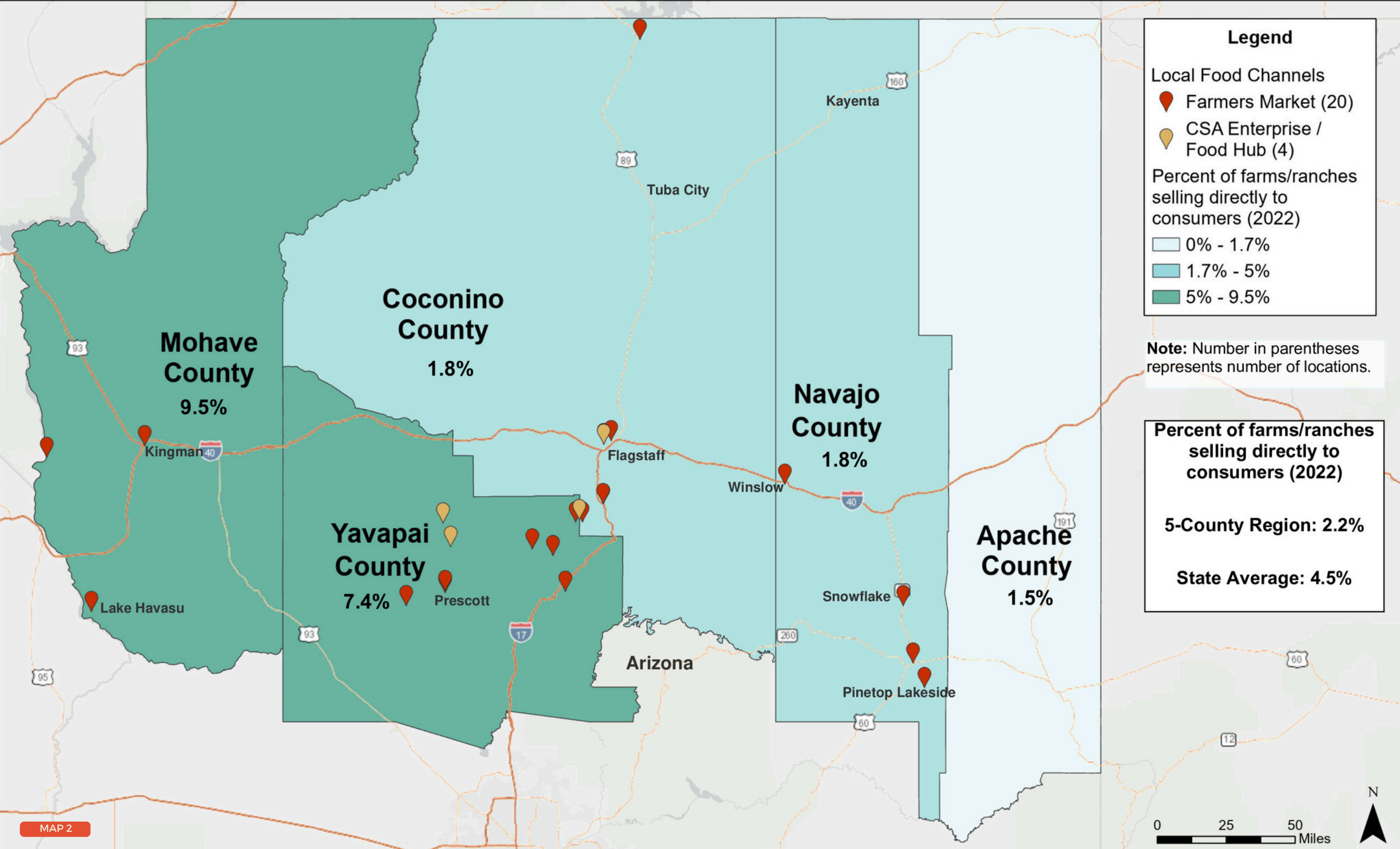
Mohave and Yavapai Counties have the greatest percentage of farms/ranches selling direct-to-consumer and through local channels, 9.5% and 7.4% respectively.<sup>4</sup>

Apache, Coconino, and Navajo Counties have the most farms/ranches yet the least local market connectivity (1.5%, 1.8%, and 1.8%, respectively).

(See Map 2)



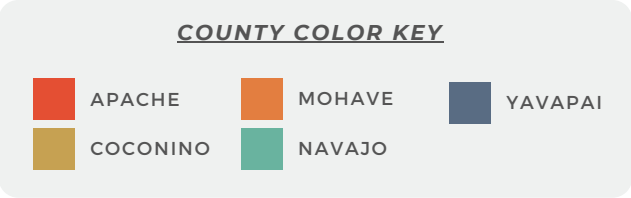
Local Food Channels of Northern Arizona



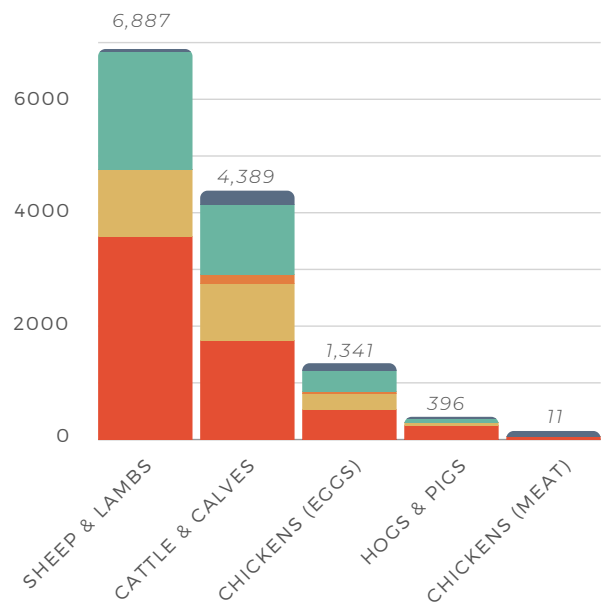




Agricultural Landscape & Food Production Sector Facts, Continued



LIVESTOCK & POULTRY FARMS BY TYPE & COUNTY (2022)  
FIGURE 2



PRODUCTION FAST FACTS:

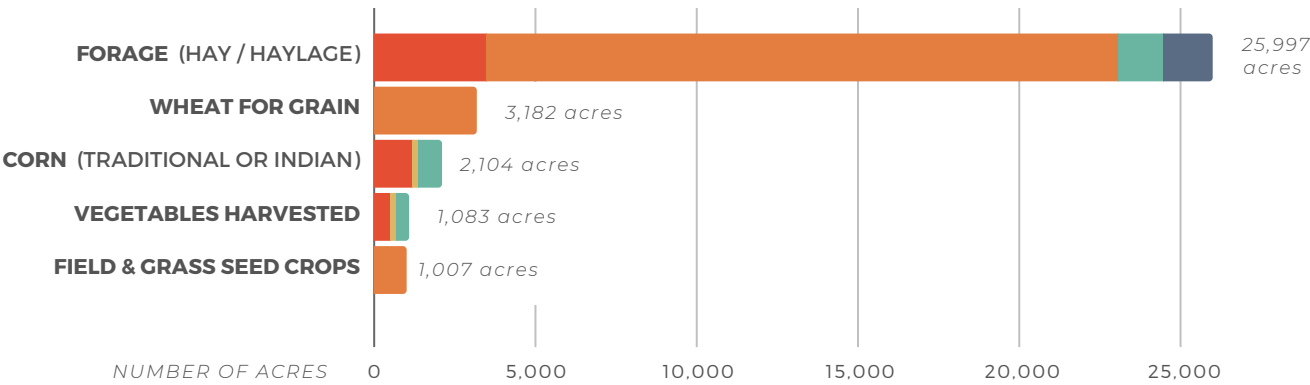
TOP FIVE CROPS ACROSS THE REGION BY ACREAGE<sup>5</sup>:

- 1. Forage (Hay/Haylage) ..... 25,997 acres
- 2. Wheat for Grain ..... 3,182 acres
- 3. Corn, Traditional or Indian ..... 2,104 acres
- 4. Vegetables Harvested ..... 1,083 acres
- 5. Field and Grass Seed Crops ..... 1,007 acres

NUMBER OF LIVESTOCK AND POULTRY FARMS ACROSS NORTHERN ARIZONA<sup>6</sup>:

- Sheep and Lambs ..... 6,887 farms (98% of AZ)
- Cattle and Calves ..... 4,389 farms (75% of AZ)
- Chickens (Eggs) ..... 1,341 farms (63% of AZ)
- Hogs and Pigs ..... 396 farms (73% of AZ)
- Chickens (Meat) ..... 11 farms (26% of AZ)

TOP FIVE CROPS BY TYPE & COUNTY (2022)  
FIGURE 3



Northern Arizona producers rely more on farming as their primary occupation (63%) than the state average (57%).<sup>7</sup>

Most producers in northern Arizona are American Indian / Native American.

The average producer is 60 years-old.

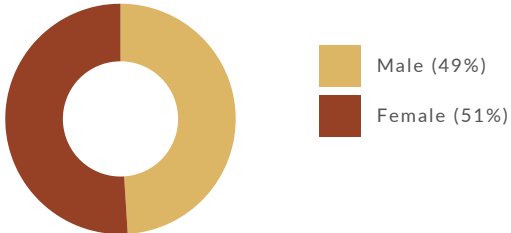
19% of the region's farmers are considered "new and beginner farmers", or producing less than ten years.<sup>8</sup>

Regionally, 10,916 people are employed in farm labor.

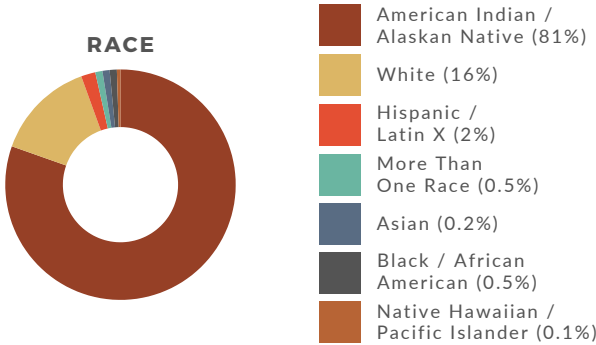
62% of farm labor unpaid, which is defined as not being on payroll.<sup>9</sup>

NORTHERN ARIZONA FARM/RANCH LABOR DEMOGRAPHICS  
FIGURE 4

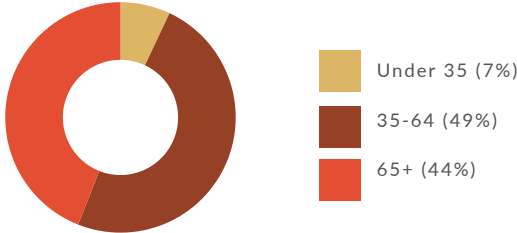
GENDER



RACE

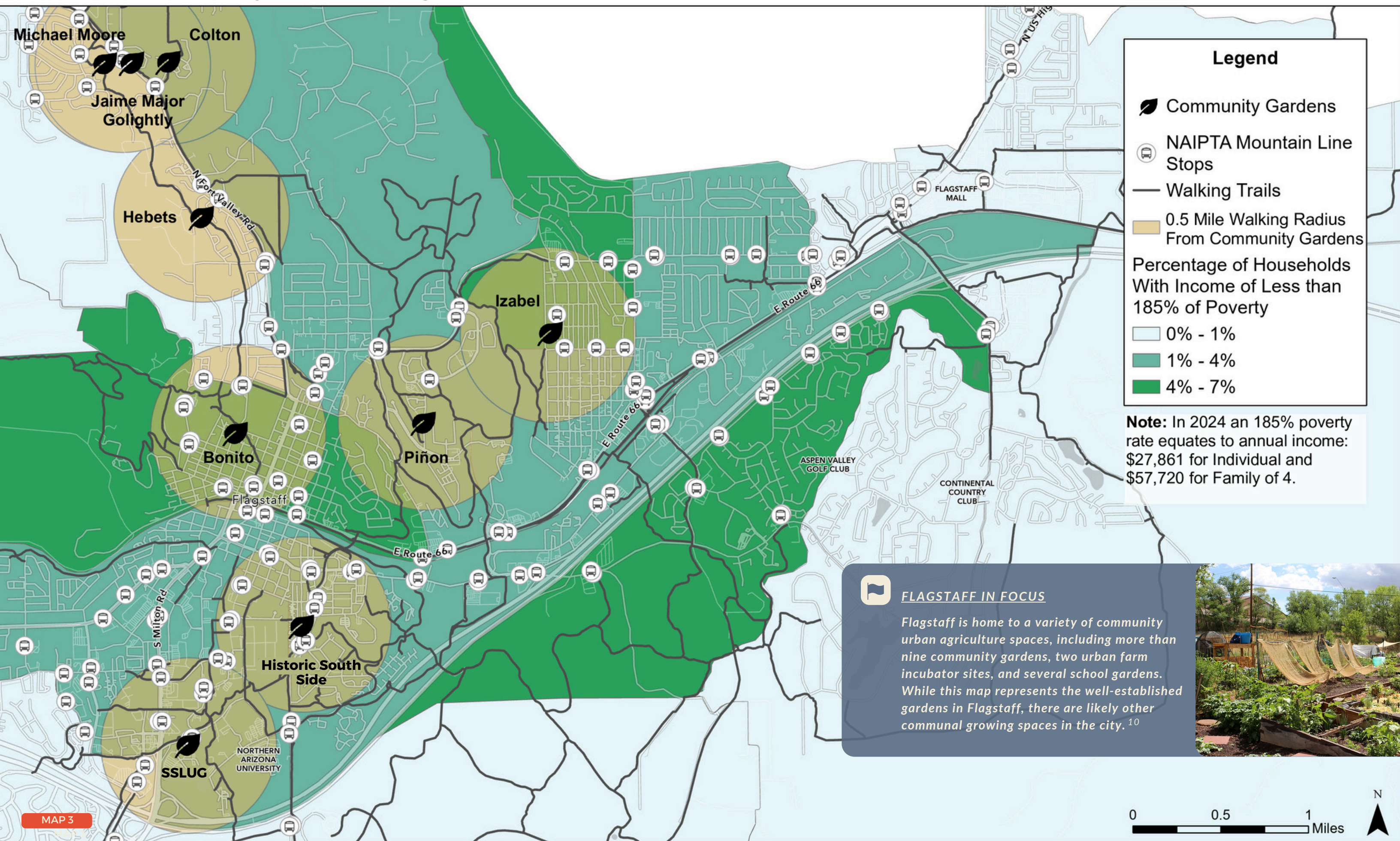


AGE





Access to Community Gardens in Flagstaff, Arizona







Agricultural Landscape & Food Production, Continued

Survey & Focus Group Findings

- Accessing land to farm near Flagstaff is challenging. The cost of land is the biggest barrier to farming near Flagstaff. Other reported barriers to farming were: extreme weather, variable growing conditions, and the cost and access to water.
- There is interest among residents in urban agriculture and programs that support food production closer to Flagstaff.
- Businesses growing and producing food items are eager for collaboration and support from other businesses. While resources exist to support developing businesses, there is a lack of awareness about these resources and how to utilize them.
- The cultural relationship between food production and food sales on Native American reservation lands leads to an underreporting of what is actually being produced and what is reported in the USDA’s Census of Agriculture. Farmer’s markets on reservation land do not have many vendors, though there is significant food being produced for sharing and bartering.



FLAGSTAFF IN FOCUS

81% of survey respondents that grow food in Flagstaff grow on less than one acre of land, and 66% report that they own the land they grow on. This indicates that many growers in Flagstaff are gardeners and subsistence farmers versus individuals producing food for business.



Trends and Challenges

- Local direct-to-consumer food sales in the region are growing, which is a strong indicator of regional demand for local foods. However, the small size of farms, lack of business development resources, and sales outlets makes it difficult for the agricultural economy in the region to grow.
- Food and farm business owners in northern Arizona noted that the Flagstaff economy is very separated from southern Arizona, which limits the reach of the businesses.
- In addition to food production for business, there is significant subsistence and hobby farming in the region. Hunting, fishing, and other self-provisioning activities also occur.
- Producing food is challenging in this region. Farmers, ranchers, and gardeners noted climate variability, water access, cost of land, and distance to market as key challenges.
- Most producers in northern Arizona are Native American, and cultural differences around agricultural activities can undercount food sales and economic impact.
- Food producers growing for business have a strong desire for increased opportunities to collaborate with other businesses such as food processors, manufacturers, distributors, retailers, buyers, and so on.
- In Northern Arizona, raising of livestock such as cattle and sheep is a common land use on vast acreages. Some livestock raised on Native American lands are used for local consumption, but most cattle raised on public lands are not consumed in-state as processing facilities are lacking.
- Ranching and hay production (for animal feed) are the predominant agricultural activities in the region. However, the growth in direct to consumer sales in recent years suggest that regional buyers are also interested in locally-grown fruits and vegetables as well.



Remaining Questions

- How can the City of Flagstaff facilitate better collaboration between food producers and the resources they need to increase production and profit?
- What business development tools can be provided to support farmers and gardeners in increasing the profitability of their production?
- Are there ways to further support urban agriculture in Flagstaff?
- What opportunities exist to support producers adapting to prolonged drought and climate change?



# Food System Infrastructure

How food is moved from the farm or ranch, then processed and distributed to places where people consume it.

## Sector Facts

Northern Arizona is home to food processing facilities (predominantly bakeries), but commercial kitchen, slaughter, and storage facilities are limited. The majority of these resources are clustered around city centers, with very few in the northern half of the study region.

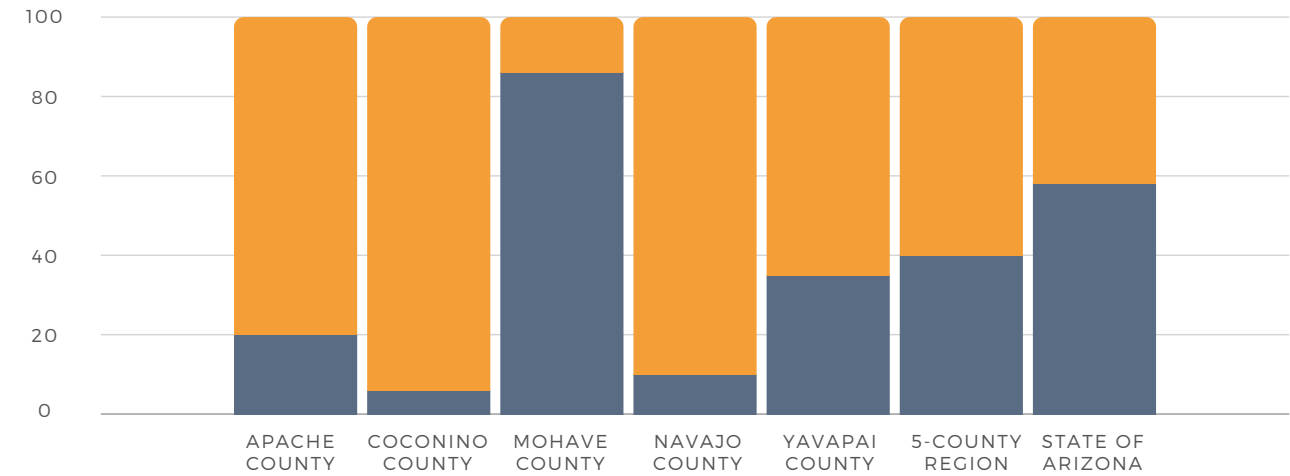
(See Map 4)



While four of the five counties in this study region produce significantly more livestock than crops, there are limited numbers of livestock processing facilities, especially in the rural areas. (Figure 4)

SHARE OF AGRICULTURAL SALES (%)  
BY TYPE & COUNTY (2022)

FIGURE 4



SALES COLOR KEY

LIVESTOCK & POULTRY PRODUCTS CROPS

## Survey & Focus Group Findings

- There is interest among survey respondents and focus group participants in services that support business development and build collaboration (such as a food hub).
- Most survey respondents (83%) that manufacture a food item do so at home versus in a commercial/certified kitchen.
- Surveyed residents of Flagstaff are processing (canning, freezing, preserving) food for personal use rather than commercial sales and are satisfied with the resources they have access to.
- Among individuals processing food for retail sale, there is some interest in resource sharing via a food hub (storage, sales, etc.) or an incubator kitchen to support new business development.
- The lack of regional meat processing facilities is a barrier to ranchers looking to raise, process, and sell meat products.
- Farms within range to sell produce to Flagstaff struggle to get product to Flagstaff because of the distance, variable climate, and lack of staffing. There are some farm-run initiatives to support distribution in the region, but there are not enough options.
- When asked about familiarity with Flagstaff business development services, the majority of respondents answered “unfamiliar” to all nine mentioned. Of the organizations listed, Flagstaff Foodlink was the most utilized with 16% of businesses having interacted with them.
- When asked about zoning regulations that impact their food or farm business, 24% of respondents expressed dissatisfaction.

## Trends and Challenges

- The lack of processing (meat processing and commercial kitchen space) outside of the city centers limits food producers' abilities to expand production and sales.
- The current lack of distribution infrastructure (e.g., food hubs) has led businesses to collaborate, sharing deliveries, building on-farm processing, and contracting directly with farmers. However, the lack of distribution infrastructure also limits their ability to sell beyond their immediate communities.
- The distance between food producers and resources (kitchens, processing, storage, customers, etc.) is a significant barrier to starting and growing businesses in the region.
- Businesses in this sector expressed interest in increasing collaboration with farmers and other food system stakeholders.
- There is a need for increased funding opportunities to support business development.




### Remaining Questions

- How can Flagstaff build infrastructure that supports the region as a whole in producing more local foods?
- What opportunities exist to scale current small-scale infrastructure to serve a larger market?





# Food System Infrastructure of Northern Arizona



**FLAGSTAFF IN FOCUS**

The city of Flagstaff is home to:

- 5 food manufacturing facilities (bakeries & tortillerias)
- 3 Arizona Department of Agriculture custom-exempt meat and poultry establishments,
- 2 warehousing and storage facilities, and
- 1 one shared commissary kitchen (no ovens/stoves) <sup>11</sup>

### Legend

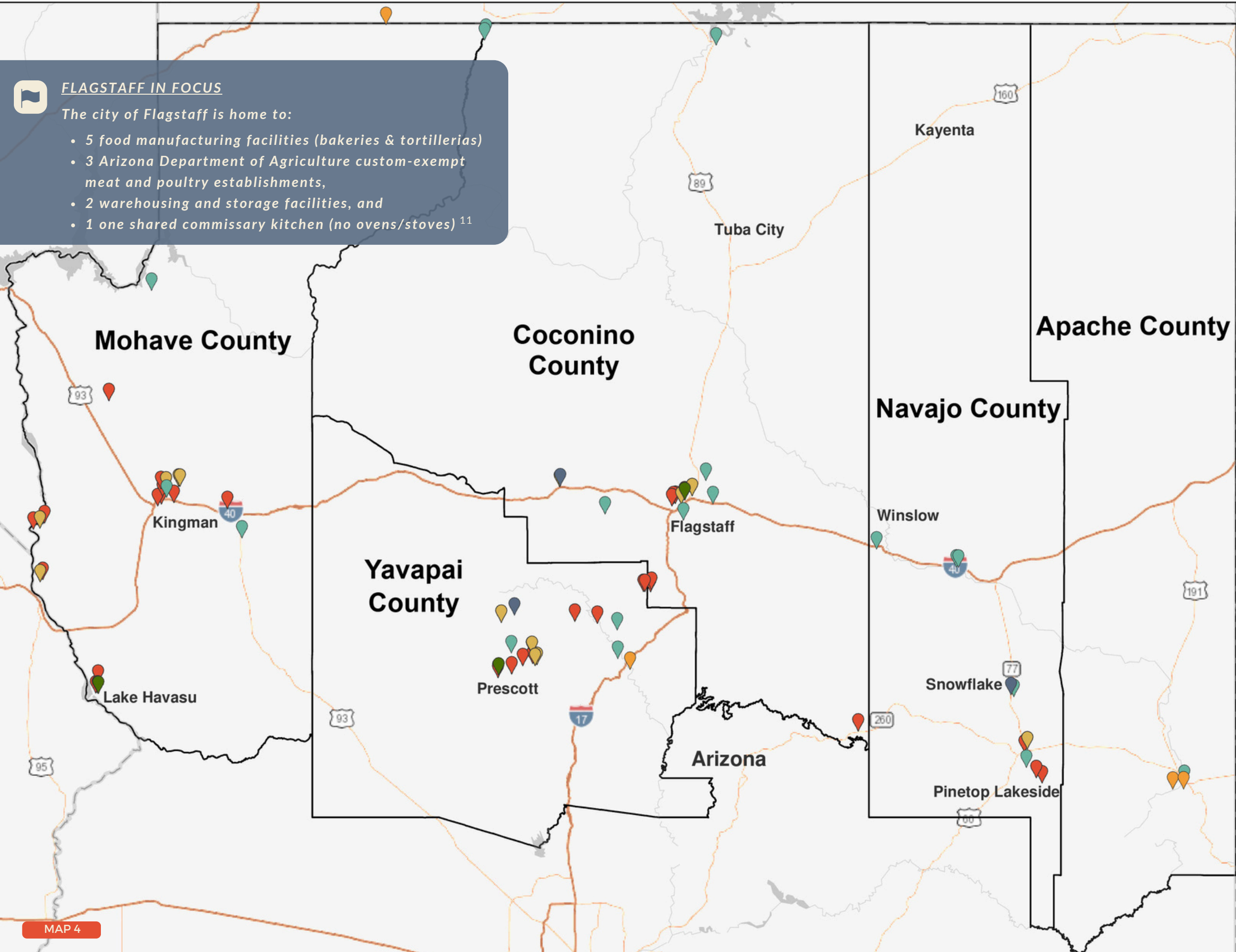
Food System Infrastructure

-  Arizona Dept of Agriculture Meat and Poultry Inspected Custom Exempt Facility (19)
-  Arizona Dept of Agriculture Meat and Poultry State Inspected Facility (3)
-  USDA FSIS Meat, Poultry, and Egg Inspected Establishment (5)
-  Bakeries and Tortilla Manufacturing (38)
-  Warehouse and Storage Facility (14)
-  Shared Commissary Kitchen (3)

**Note:** Number in parentheses represents number of locations.

**Meat Processing Definitions:**

- **Federal Inspection (USDA):** The U.S. Department of Agriculture's Food Safety and Inspection Service (USDA FSIS) provides this type of inspection. Federally-inspected products can be shipped over state lines and internationally.
- **State Inspection:** State inspection programs must be "at least equal to" federal inspection in terms of regulatory rigor. The federal Cooperative Interstate Shipment Program allows state-inspected meats from qualifying plants to be shipped across state lines.
- **Custom-Exempt:** A custom-exempt plant can only slaughter and process livestock for the exclusive use of the livestock owner(s). These products cannot be sold.





# Food Retail Environment

How and where food is purchased by consumers at stores, markets, restaurants, cafeterias, etc.

## Sector Facts

Northern Arizona is home to many food sales outlets <sup>12</sup>:

- 20 Farmers Markets
- 4 Community Supported Agriculture (CSA)/Food Hub Enterprises
- 139 Grocery Stores
- 135 Convenience Stores
- 9 Specialty Food Stores

(See Map 5)

Food retail channels that offer local food sales in the study region are small in numbers, but help generate \$6.6 million in direct-to-consumer sales.<sup>14</sup>

Local food can be found in school meal programs. There are thirty-five schools in northern Arizona serving local food, and seven have edible gardens.<sup>15</sup>

The majority of Navajo and Apache counties qualify as “low income and low access,” which means that residents of urban areas don’t have a grocery store within a half mile of their home and rural residents have to travel more than ten miles to access a grocery store.



### FLAGSTAFF IN FOCUS

The city of Flagstaff is home to <sup>13</sup>:

- 3 Farmers Markets,
- 1 CSA,
- 18 grocery stores,
- 14 convenience stores,
- 0 specialty food stores, and
- 276 restaurants and eating places.

## Survey and Focus Group Findings

- Local Flagstaff shoppers mostly get food from grocery stores. Farmers markets are among their top four shopping outlets, preceded by traditional grocery stores, restaurants, and food warehouses (like Costco or Sam’s Club); 14% of respondents grow, hunt, or fish for their food.
- In Flagstaff, 58% of respondents drive less than 5 miles to access a grocery store.
- The high cost of food was mentioned by 46% of Flagstaff respondents; 26% would buy more local food if it were affordable.
- Only 20% of shoppers stated that they are satisfied with their grocery options.
- The Flagstaff CSA serves an important role in providing consistent access to local food to residents and a consistent sales outlet for local farmers.
- Rural areas of northern Arizona have very few retail food options. Individuals rely on gardening, raising animals, and purchasing directly from food growers.



## Trends and Challenges

- Food stores are concentrated near urban and suburban centers, with few options in rural areas of the region.
- Communities living on Native American reservation land have very few stores to buy from, and the stores they do have offer only limited food options.
- The lack of local food outlets and food distribution for local food has led to direct purchasing from farms by restaurants and businesses who want to source and sell local foods.
- The high cost of food is a challenge for many in the region, and locally grown food is perceived as being especially expensive and hard to access.

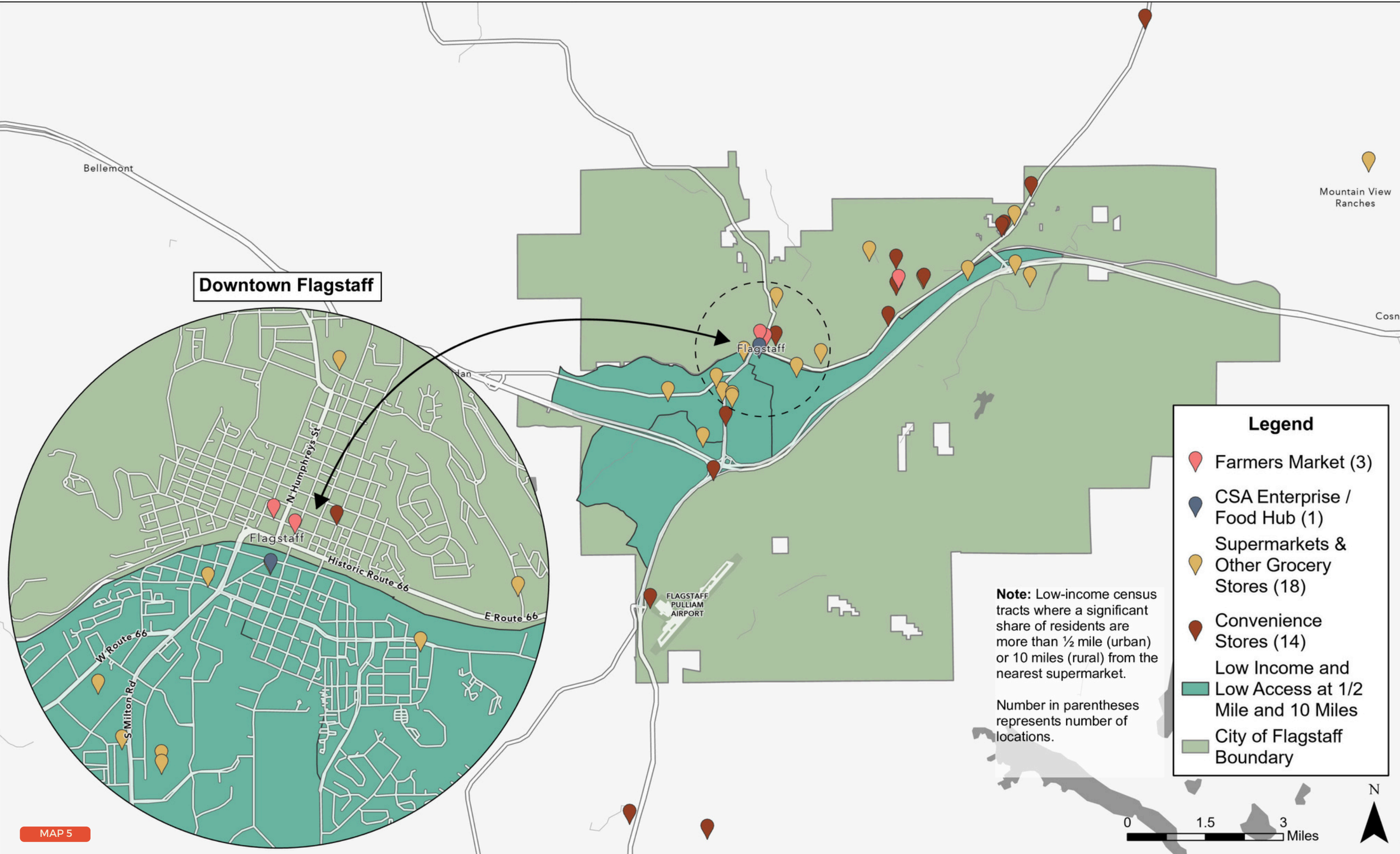


### Remaining Questions

- What is needed to make local food more accessible in grocery or restaurant settings?
- What strategies exist to ensure that all food outlets in the region are stocked with a full and diverse selection of foods?
- What strategies exist to make food more affordable?
- How can the elected leaders in the region support a stronger food retail environment?



# Food Retail Locations in Flagstaff, Arizona



# Food Consumption & Health

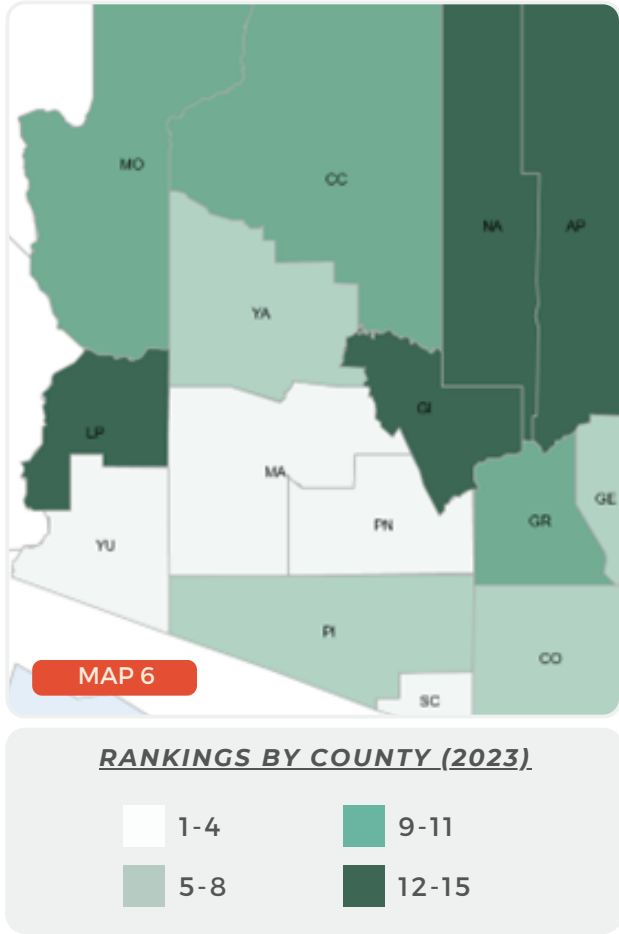
How the food we eat impacts the health of individuals and our community.

## Sector Facts

On average, northern Arizona residents spent \$7,845 / household on food in 2021, which is approximately 11% of their total consumer spending and is considerably less than the state average spending on food per household (\$10,245).

- Of total food spending, 66% is on food consumed at home, 19% of which is spent on fruits and vegetables.
- Three of the five northern Arizona counties (Apache, Mohave, and Navajo) consistently hold bottom rankings (out of fifteen total Arizona counties) for all county health ranking categories.<sup>16</sup>
- Zero of five counties meet daily fruit intake recommendations and only three of five counties (Apache, Coconino, and Yavapai) meet the lower limits of adequate vegetable intake.<sup>17</sup>
- Navajo and Apache Counties both have large populations of Native Americans. Native Americans or Alaskan Native adults are 50% more likely to be obese than non-Hispanic Whites.<sup>20</sup>

Arizona Health Outcomes Map



Health Outcomes tell us how long people live on average within a community, and how much physical and mental health people experience in a community while they are alive.

- Apache, Mohave, and Navajo Counties exceed state averages for the following health metrics that are impacted by food and nutrition:
  - Poor / Fair Health (Apache, Mohave, Navajo)
  - Adult Obesity (Apache, Mohave, Navajo)
  - Diabetes Prevalence (Apache, Navajo)<sup>18</sup>
- All five northern counties have:
  - Lower life expectancies than the Arizona state average;
  - Higher age-adjusted death rates, as well as higher child and infant mortality rates compared to the state averages;
  - Limited access to healthy foods compared to the state average.<sup>19</sup>

## Survey and Focus Group Findings

- 21% of survey respondents in the region reported that they can't afford to buy the healthy food they want.
- 7% of survey respondents said that universal free school meals would help them access food more readily.
- Healthy foods are scarce on reservation land, and the grocery stores there don't offer much variety.
- The high cost of housing in northern Arizona is a barrier to eating healthy food, as high housing costs compete with food costs in family budgets.
- 10% of Flagstaff survey respondents said they would like to see Flagstaff focus its efforts on healthy food education and programming.

## Trends and Challenges

- Parts of northern AZ lack access to healthy food; residents struggle to meet recommended intakes of fruits/vegetables.
- This lack of access to healthy foods is particularly acute in rural areas and on reservation lands.
- Lack of access to healthy food contributes to negative health impacts in the region (obesity /diabetes / lower life expectancy). In fact, three of the five counties in northern Arizona rank among the least healthy in the state.
- Affordability of healthy food is a key barrier, and the rising cost of housing in the region makes it even more difficult for families to afford healthy food.

## County-Level Community Health Survey Results

Assessments in each county revealed residents' needs and priorities related to food and nutrition:

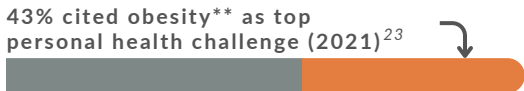
### Apache County



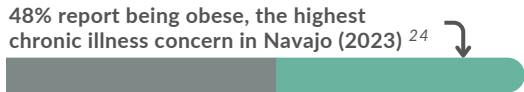
### Coconino County



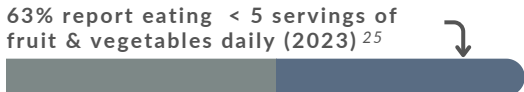
### Mohave County



### Navajo County



### Yavapai County



\* In Coconino County, access to food and nutritional security was one of the top four identified needs (along with housing, behavioral health, & transportation).

\*\* In Mohave County, 23% of survey respondents reported that it was "somewhat difficult" or "very difficult" to access fresh fruits and vegetables



## Remaining Questions

- How can the City of Flagstaff and regional leaders attract new or support existing healthy food outlets, especially in rural parts of the region?
- How can the City of Flagstaff help remove barriers to residents achieving healthier diets?
- What programs and policies can be implemented to provide more education around accessing healthy foods?



# Access To Food

How community members have (or don't have) access to adequate, affordable, and culturally relevant foods.

## Sector Facts

Food insecurity rates in this region are higher than the state average. Navajo and Apache Counties have the highest rates of food insecurity in the region.



- In northern Arizona, 13.3% of the population is food insecure, compared to the statewide rate of 10.3%. This means that 103,210 people in this region don't have enough food to eat and do not know where their next meal will come from.<sup>26</sup>
- Food insecurity rates are even higher among children (18.6%).
- Racial minorities experience food insecurity at a higher rate than non-Hispanic White populations: Native American (22%), Black (13.32%), and Hispanic (13–19%).<sup>27</sup>

(See Maps 7a & 7b)

## SNAP PROGRAM

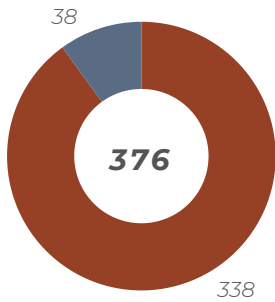
Participation in SNAP is significant, and the regional need is still not being met.

- Northern Arizona residents are participating at a higher rate (12.7%) than the rest of the state (10.1%)
- Individuals on reservation lands participate at 3-4 times the AZ average.
- There are more residents that are income eligible for this program but do not actively utilize the program.<sup>28</sup>

(See Map 8)

### Regional Food Access Locations\*

- N.AZ Northern Arizona (90%)
- Flagstaff (10%)



FOOD ACCESS LOCATIONS	N.AZ	Flag
FOOD PANTRIES, BACKPACK POGRAMS, SENIOR MEAL SITES, ETC. <sup>29</sup>	145	16
RETAILERS ACCEPTING SNAP <sup>30</sup>	123	12
RETAILERS ACCEPTING WIC <sup>31</sup>	64	7
DOUBLE UP FOOD BUCKS PROGRAMS <sup>32</sup>	6	3

\*Regional Food Access locations include charitable food locations such as food pantries or communal meal sites, retailers accepting SNAP benefits, retailers accepting WIC coupons, and Double Up Food Bucks program locations.

(See Map 9)

## Survey & Focus Group Findings

Eliminating hunger was the highest ranked food system goal for survey respondents.

- Survey responses show that residents of Navajo and Mohave County travel the greatest distance to reach food at distribution sites, sometimes up to 150 miles one way; surveyed residents from the Flagstaff region travel 5-15 miles.
- 32% of respondents rely on food distribution sites weekly; 18% utilize these services 1-2 times per month.
- Residents are often not able to find fresh, local food to purchase with SNAP benefits.
- Flagstaff residents are interested in finding ways to feed themselves outside the food retail system; 52% would like information about how to grow/hunt/fish for their own food. 14% surveyed support themselves now by growing, hunting, or fishing for their own food.
- Flagstaff residents are coping with food insecurity by supporting their neighbors, with over 50% sharing food in the last twelve months.
- Flagstaff resident participation in SNAP (7.7%) is nearly half that of the region average (12.7%)<sup>33</sup>
- When asked what community services would help them access food more easily, the top three responses were local food-related:
  - 19% want more farmers markets;
  - 14% wish to gain knowledge on how to grow food;
  - 12% would like access to community gardens to grow food in the city.

## Trends and Challenges

Regional food insecurity > State Average

- Children, Hispanic, Black, and Native American populations suffer from higher food insecurity rates across the region.
- SNAP benefits are not as widely used as they could be based on income eligibility.
- Housing and utility costs compete with money for food available in family budgets.
- Flagstaff residents have greater access to charitable food distribution programs than residents living in rural northern Arizona.
- Residents actively share food with neighbors to combat food insecurity.
- There is strong interest in services that would teach residents where and how to grow/harvest their own food.



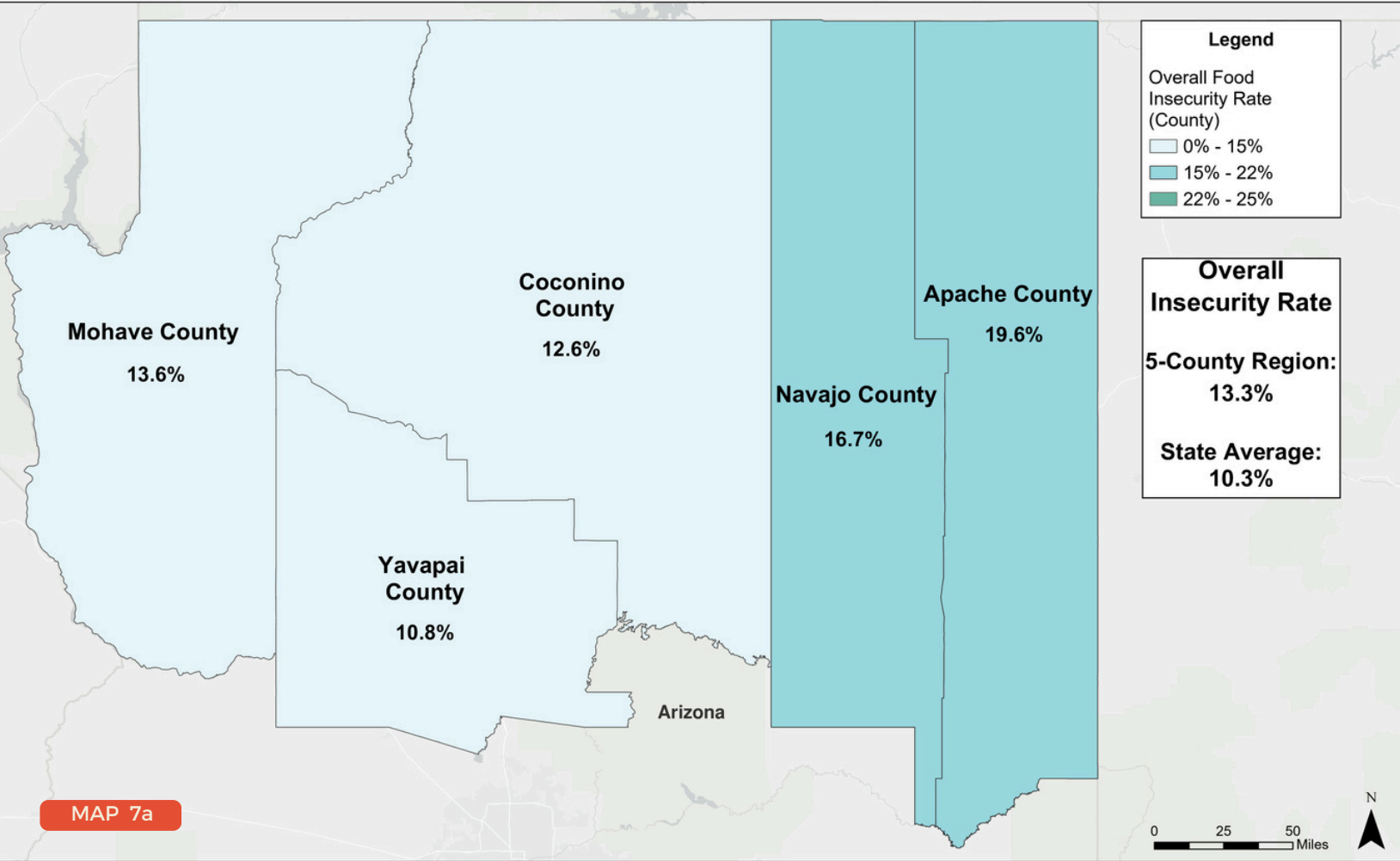
### Remaining Questions

- How can the City of Flagstaff and local organizations increase enrollment in SNAP for income-eligible individuals and families? What practical barriers stand in the way?
- How can institutions in Flagstaff (government entities, schools, hospitals) increase access to healthy food?
- How can the City and local organizations meet residents' needs for education and resources related to self-provisioning?
- Why are so many more children food insecure than adults? What can local leaders do to address this?

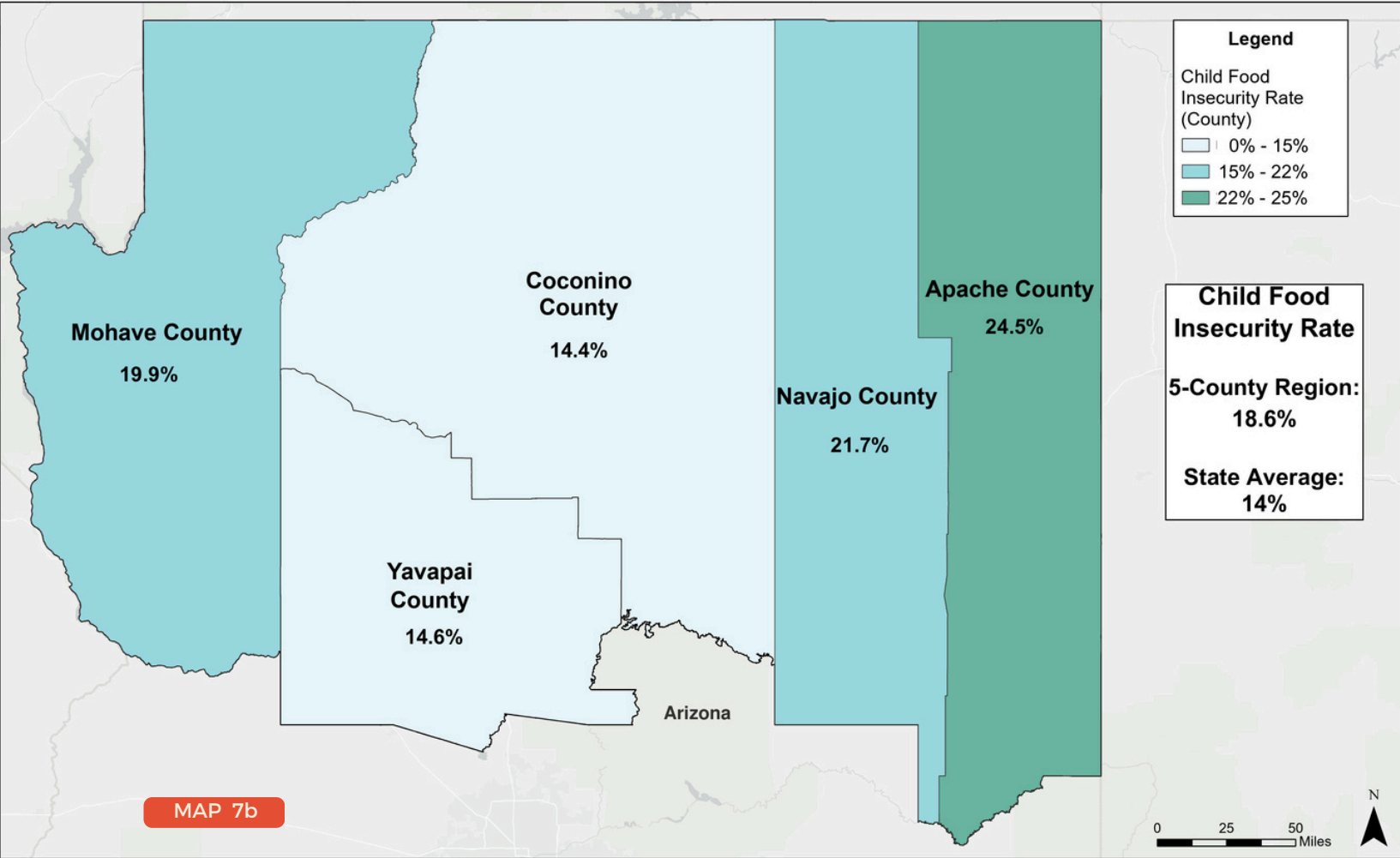




Overall Food Insecurity in Northern Arizona (2021)

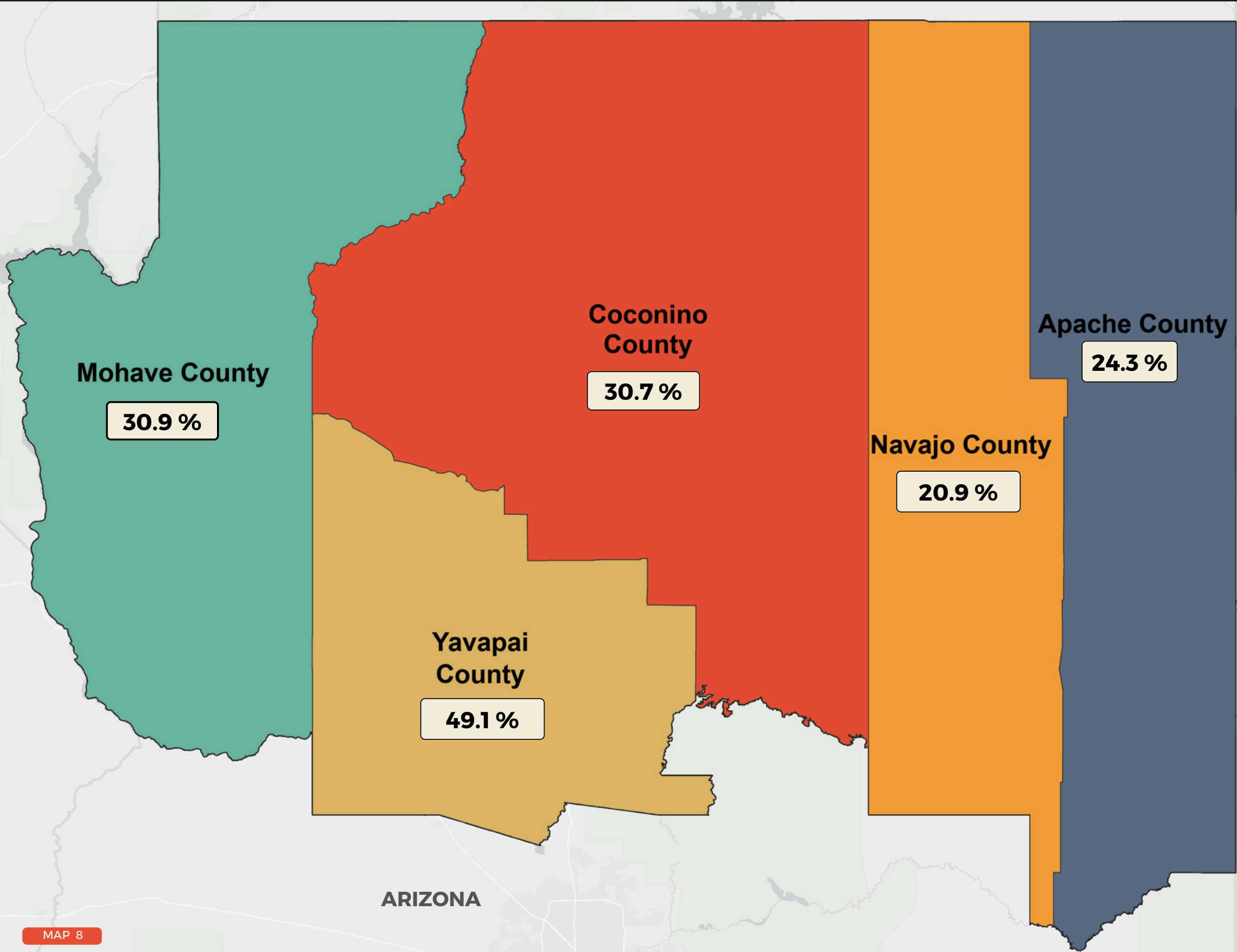


Child Food Insecurity in Northern Arizona (2021)






% of Eligible Individuals Not Receiving SNAP Benefits (Northern AZ)



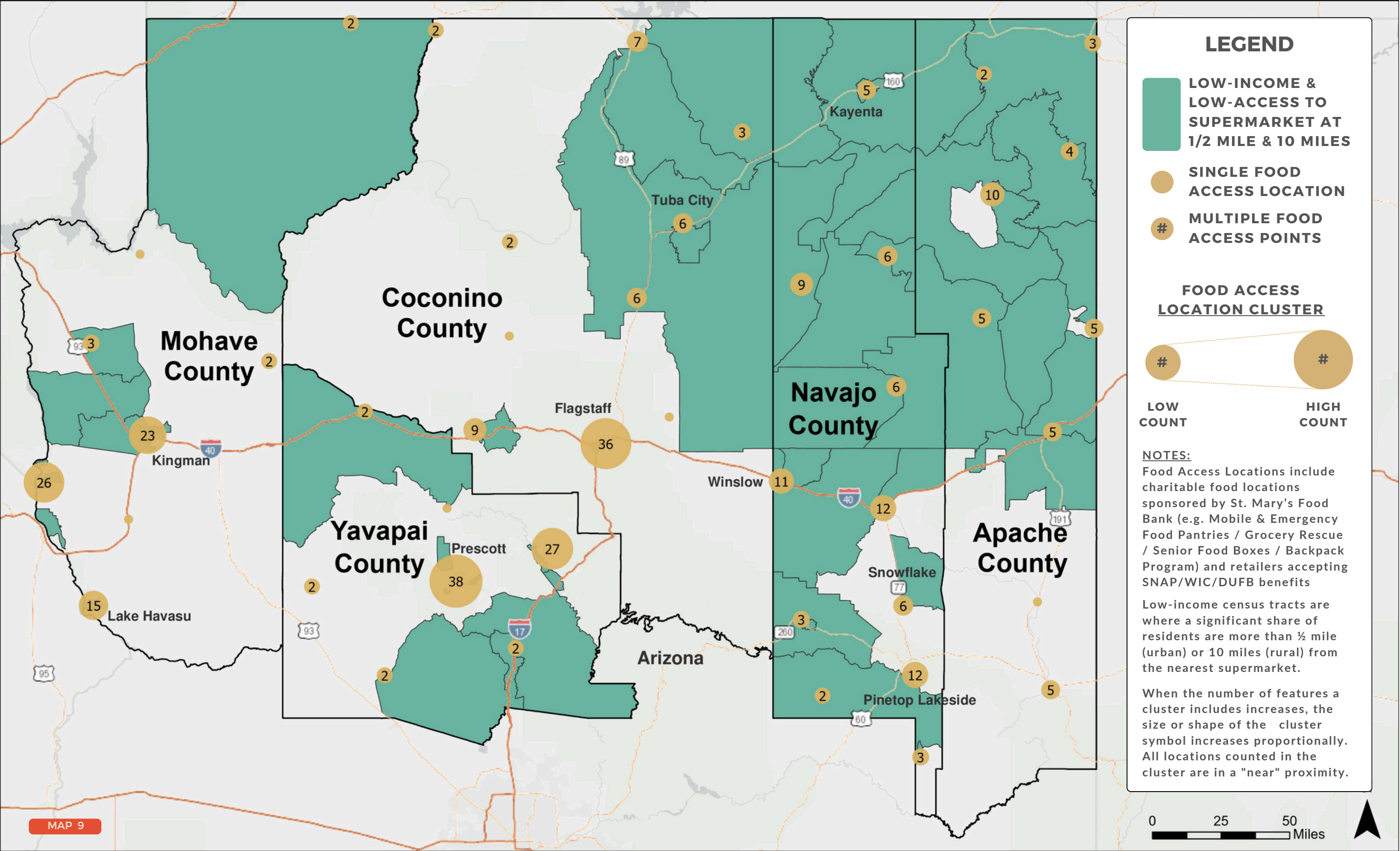
**PERCENTAGE  
OF ELIGIBLE  
INDIVIDUALS  
NOT RECEIVING  
SNAP IN AZ  
IS 34.2%**

 **FLAGSTAFF IN FOCUS**

*56% of Flagstaff survey respondents do not know how to sign up for SNAP, WIC, Senior Farmers Market Nutrition Program coupons, and other government food programs.*



Food Access Locations in Northern Arizona  
Compared to Low Income / Foodstore Access Areas





# Food Waste & Recovery

How food that doesn't get eaten is recovered and shared, composted, or landfilled.

## Sector Facts

\$9.5 billion worth of food is wasted each year in Arizona, the most in the nation,<sup>34</sup> with the average household producing 4.17 lbs of food waste every week.<sup>35</sup>

5.87 million pounds of food are wasted each year in the city of Flagstaff, resulting in 4,002,061 pounds of annual CO2 emissions (1,815 metric tons). That's the equivalent of using 204,265 gallons of gasoline.<sup>36</sup>



- There are eight local food waste, composting, and recovery programs operating in the city of Flagstaff.
- There are robust programs for recovering whole foods (i.e., food recovery from gardens, grocery stores), but there are very limited options for hot food recovery (i.e., food from restaurants and caterers).

- Through the Flagstaff Sustainability Office Residential Food Scraps Program, approximately 29,457 pounds of food was diverted from the landfill between November 2022 and November 2023.<sup>37</sup>
- Northern Arizona University is making significant efforts to institutionalize their food waste management program with a strong focus on waste diversion. Since July 2022, 48.24 tons of organic waste has been diverted from landfill and turned to usable compost.<sup>38</sup>

## Survey & Focus Group Findings

- Residents and business owners alike reported misunderstandings of zoning barriers and health department regulations as barriers to composting.
- Flagstaff survey respondents are more likely to participate in a free drop-off compost program than a paid curbside pickup program.
- 44% of Flagstaff survey respondents already compost at home.
- 11% of respondents listed eliminating food waste as a top personal food system goal.
- 19% of Flagstaff businesses identified that a composting program would support their business development.
- Flagstaff is home to many formal and informal composting programs and relationships between business owners and farmers.
- Organizations like the Arizona Food Bank Network are leveraging their proximity to the large growing regions of Mexico to repurpose industrial scale food waste.

## Trends and Challenges

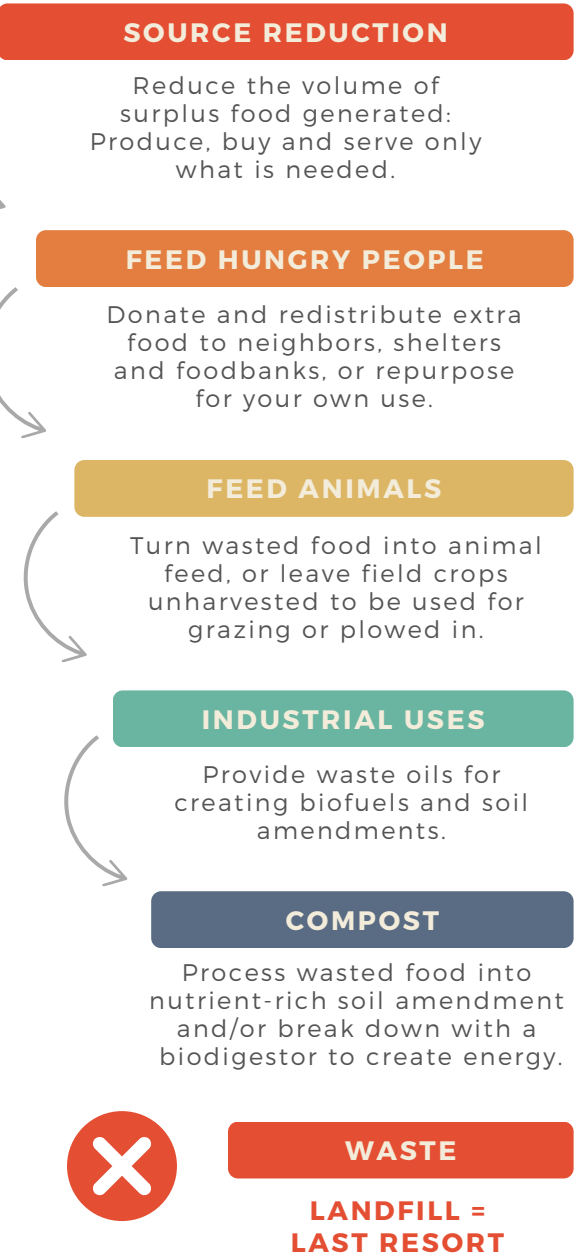
- While Arizona was ranked #1 in the country for food waste, Flagstaff has many initiatives to support the reduction of food waste.
- At the household, corporate, university, and municipal levels, there are significant efforts being taken in Flagstaff to decrease food waste.
- Confusion about the health codes, inspection, and zoning processes around compost are restrictive to residents and businesses looking to manage their food waste.
- Flagstaff is a leader in food recovery efforts, but the recovery of hot food from restaurants and caterers still poses a logistical challenge.



## Remaining Questions

- What efforts can the City of Flagstaff lead to scale up current food waste reduction programs?
- What can residents do to decrease food waste?
- How can food waste reduction efforts also increase access to food for Flagstaff and the surrounding areas?

## Food Recovery Heirarchy from most to least preferred.



# Next Steps

*The findings from this community food system assessment will help tell the story of the current state of the northern Arizona regional food system.*

**NEXT:**

The City of Flagstaff, Pinnacle Prevention, Flagstaff Foodlink, NVA, and other partners will facilitate a robust public engagement process to take this information to the community.

The City will host a series of community conversations with residents of Flagstaff to share the findings of the assessment and to hear their ideas for potential businesses, policies, needed funding, and program solutions that the City should consider.

**LEARN MORE AND GET INVOLVED:**

- [Visit the City of Flagstaff project website.](#) 
- [Join our email list](#) to stay updated with project activities and additional ways to participate.
- Contact the City of Flagstaff Sustainability Office [sustainability@flagstaffaz.gov](mailto:sustainability@flagstaffaz.gov)

**FLAGSTAFF IN FOCUS**

*The work above will result in a City of Flagstaff food action plan that establishes tangible goals and strategies for building a more robust, sustainable, and equitable food system for the future.*



## GLOSSARY OF TERMS

**COMMERCIAL/ INCUBATOR KITCHEN**

A fully equipped commercial food processing facility designed to allow multiple entrepreneurs or food processing operators to grow their businesses by providing a licensed or certified kitchen space with food and packaging equipment.

**COMMUNITY GARDEN**

Community gardens are collaborative projects on shared open spaces where participants share in the maintenance and products of the garden, including healthful and affordable fresh fruits and vegetables.

**COMMUNITY SUPPORTED AGRICULTURE (CSA)**

A CSA involves consumers who support a farmer financially by paying for a share of the farm's production prior to each growing season. The arrangement allows farmers to buy the seeds, transplants, and other inputs they need for the growing season and pay their farm labor without waiting until harvest to generate revenue. The customers will share in the successes or failures of the farmer.

**COUNTY HEALTH RANKINGS**

Annual County Health Rankings measure vital health factors, such as high school graduation rates, obesity, smoking, unemployment, access to healthy foods, the quality of air and water, income inequality, and teen births in nearly every county in America. The annual Rankings reveal how the built environment and socioeconomic factors influence health.

**DIRECT-TO-CONSUMER MARKETING**

Where local producers engage with consumers face-to-face at roadside stands, farmers' markets, pick-your-own farms, on farm stores, and community-supported agricultural arrangements (CSAs).

**DOUBLE UP FOOD BUCKS**

A program that doubles the value of federal SNAP benefits spent at participating markets and food retail stores, helping people bring home more healthy fruits and vegetables while supporting local farmers.

**EQUITY**

Equity is the fair and just distribution of resources, access, and opportunity. It is the process of developing, strengthening, and supporting policies and procedures that prioritize the distribution of resources to those who have been historically and are currently marginalized.



# GLOSSARY OF TERMS, CONTINUED

## FOOD HUB

A business or organization that actively manages the aggregation, distribution and marketing of source-identified food products, primarily from local and regional producers, to strengthen their ability to satisfy wholesale, retail, and institutional demand.

## FOOD INSECURITY

Food insecurity is the limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in socially acceptable ways. Food-insecure households lack enough food for an active, healthy life.

## FOOD JUSTICE

Food justice ensures that the benefits and risks of where, what, and how food is grown, produced, transported, distributed, accessed and eaten are shared fairly. Food Justice is seen in communities exercising their right to grow, sell, and eat healthy food. Healthy food is fresh, nutritious, affordable, culturally-appropriate, and grown locally with care for the well-being of the land, workers, and animals. People practicing food justice leads to a strong local food system, self-reliant communities, and a healthy environment.

## FOOD SYSTEM

This is the process food follows as it moves from the farm to your table. It encompasses a range of activities, including growing, foraging, and ranching; processing; transporting and distributing; retailing and marketing; preparation and cooking; eating; waste management; safety; land and water stewardship; and environmental preservation. The journey our food takes through the food system is influenced by our northern Arizona ecosystem, research, education, funding, policies, and our community's rich cultural traditions.

## ORGANIC

USDA-certified organic foods are grown and processed according to federal guidelines addressing, among many factors, soil quality, animal raising practices, pest and weed control, and use of additives. Organic producers rely on natural substances and physical, mechanical, or biologically based farming methods to the fullest extent possible. Produce can be called organic if it's certified to have grown on soil with no prohibited substances applied for three years before harvest. However, many crops are organically grown but do not carry the USDA certified organic label because the certification process can be expensive for small farms.

## SOCIAL NETWORK ANALYSIS

SNA is a methodological approach for examining the relationships and interactions among individuals or groups within a specific network, in this case, a food system. The process entails collecting data on the connections among entities, representing these connections graphically, and analyzing the graph through mathematical and statistical techniques.

## SPECIAL SUPPLEMENTAL NUTRITION PROGRAM FOR WOMEN, INFANTS, AND CHILDREN (WIC)

The WIC program provides federal grants to states for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

## SUSTAINABILITY

Sustainability is often defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” It includes environmental, social, and economic sustainability.

## SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

The largest federal nutrition assistance program, SNAP provides benefits to eligible low-income individuals and families via an electronic benefits transfer (EBT) card. This card is used like a debit card to purchase eligible food in authorized retail food stores.

## USDA LOW INCOME, LOW ACCESS

The United States Department of Agriculture (USDA) identifies areas of low food access based on certain low-income and low-access criteria. Low-income (LI) is defined as a census tract with a poverty rate of 20% or greater, or median family income at or below 80% of the statewide or metropolitan area median family income. Low-access (LA) is defined as a low-income census tract with at least 500 people or 33% of the tract's population living more than one mile (urban areas) or more than ten miles (rural areas) from the nearest supermarket or grocery store.

## VALUE-ADDED PROCESSING

Value-added processing is a means to utilize produce not used for fresh market sales and the surplus of product during the growing season. Adding value can be something as simple as sorting fruits and vegetables by size and selling through unique packaging to the complexity of processing salsa, jams, jellies, chutney, and meat animals.



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**MAP 8:** U.S. Census Bureau, “Supplemental Nutrition Assistance Program (SNAP) Eligibility & Access (2017-2019),” accessed December 29, 2023, <https://www.census.gov/library/visualizations/interactive/snap-eligibility-access.html>.

**MAP 9:** Adriana Salas, St. Mary’s Food Bank, Community Engagement Coordinator, personal email communication, November 8, 2023; USDA, Food and Nutrition Service, “SNAP Retailer Locator,” accessed January 9, 2024, [www.fns.usda.gov/snap/retailer-locator](http://www.fns.usda.gov/snap/retailer-locator); Arizona Department of Health, “Arizona WIC Program Authorized Vendors as of September 2023,” accessed December 21, 2023, <https://www.azdhs.gov/documents/prevention/azwic/az-wic-vendor-list.pdf>; Arizona Double Up Food Bucks webtool, accessed December 21, 2023, <https://www.doubleupaz.org/locations>.

**CHARTS:** “Share of Agricultural Sales by Type (%)”: USDA, National Agricultural Statistics Service, 2022 Census of Agriculture, County Data Arizona, “Table 1. County Summary Highlights: 2022,” accessed February 15, 2024, [https://www.nass.usda.gov/Publications/AgCensus/2022/Full\\_Report/Volume\\_1,\\_Chapter\\_2\\_County\\_Level/Arizona/st04\\_2\\_001\\_001.pdf](https://www.nass.usda.gov/Publications/AgCensus/2022/Full_Report/Volume_1,_Chapter_2_County_Level/Arizona/st04_2_001_001.pdf).

**EPA GRAPHIC:** Adapted from the Environmental Protection Agency, “Wasted Food Scale,” <https://www.epa.gov/sustainable-management-food/wasted-food-scale>, and City of Austin, Office of Sustainability, “State of the Food System Report 2022,” [https://www.austintexas.gov/sites/default/files/files/Sustainability/Food/2022%20State%20of%20the%20Food%20System%20Report/SotFS%202022%20-%20FINAL%20\(Smaller\).pdf](https://www.austintexas.gov/sites/default/files/files/Sustainability/Food/2022%20State%20of%20the%20Food%20System%20Report/SotFS%202022%20-%20FINAL%20(Smaller).pdf).









United States Department of Agriculture  
Urban Agriculture & Innovative Production Grant

City of Flagstaff  
Sustainability Office



# Assessing & Growing a Sustainable Community Food System





# Discussion Overview

**1.  
Project Purpose**

**2.  
Timeline**

**3.  
Partner Contributions**

**4.  
Community Engagement  
Process**

**5.  
Reflections &  
Priorities**

**6.  
Questions**

# Purpose of the USDA Grant Project:

## Assessing and Growing a Sustainable Community Food System



Provides primary and secondary food systems research for 5 counties across northern Arizona



Supports community engagement in Flagstaff's climate goals related to sustainable and localized food access and distribution



Assists the City in developing food system commitments to inform and engage decision-makers, key stakeholders, and the community



# Project Timeline



## GOAL #1

Assess the local food system and collect data through a comprehensive food systems assessment (CFSA).



## GOAL #3

Assess the feasibility of one strategic business opportunity in Flagstaff: food hub, commercial community kitchen, etc.



## GOAL #2

Present CFSA findings to stakeholders and community members to increase awareness and understanding of the current state of our food system.



## GOAL #4

Develop a Food Action Plan to guide City policy, programming, and investment in the local food system and urban agriculture opportunities.

# City of Flagstaff Community Food System Assessment Community Engagement



A Summary and Analysis of Community Conversation  
and Stakeholder Findings in Response to the Community  
Food System Assessment





Sara Sprague  
Food Systems Coordinator  
growersupport@flagstafffoodlink.com

## Project Support

- Provide a unique perspective during the process design and implementation
- Coordinate grant Steering Committee
- Work with regional partners to host/promote events
- Facilitate Grower Coalition meetings
- Support stakeholder and public meetings related to this grant

## Community Conversations

- East Flagstaff Library (*Audience: General/Sunnyside Neighborhood*)
- Flagstaff Aquaplex (*Audience: Youth 18-23*)
- Murdoch Community Center (*Audience: General/Southside Neighborhood*)
- Joe C. Montoya Community and Senior Center (*Audience: Seniors*)
- **STAR School** (*Audience: Indigenous families*)
- **Willow Bend** (*Audience: Educators & FUSD partners*)

## Stakeholder Gatherings

- Two events at the Coconino Center for the Arts (*Audience: professionals, partners, and advocates*)

# Engagement Methodology

## 2 Centered Groups:

- Community Members
- Community Stakeholders

## Purpose:

- Understand how community members are making meaning of the data from the assessment;
- Understand perspectives on needs, gaps, and barriers;
- Identify priorities for developing the food action plan;
- Identify potential future food business opportunities.



# Overview

- Engaged a total of 141 individuals
  - 94 community members
  - 47 stakeholders
- 85% of participants reside in Flagstaff with the greatest participation from the 86004 zip code
- Reached individuals ages 18-75+ with an equal split of participation across all age groups
- Participation by race/ethnicity aligned with census with slightly higher participation among Native Americans

# Community Reflections

## **Agriculture landscape, food production, and infrastructure**

- Points of interest:
  - # of farms and ranches
  - % of Indigenous farmers
  - Loss of farmland
  - Distribution gaps

## **Food retail environment and food access**

- Points of interest:
  - High # of restaurants
  - Low # of grocery/markets that accept nutrition assistance
  - Food cost



# Community Reflections, continued

## **Food consumption and health**

- Points of interest:
  - Food cost as connected to options and health
  - Desire to focus on children and opportunities through schools

## **Food waste and recovery**

- Points of interest:
  - Amount of waste
  - Composting

# Community Reflections, continued

## **Making meaning of the data:**

- Points of confusion:
  - Trying to determine if a data point is “good” or “bad”
  - What actions to take in response to the data

## **Barriers and challenges:**

- Food costs
- A need to better support area farmers and food producers
- Perceptions of tensions between investing in the food system and challenges with tourism



# Opportunities Informed by Community in Response to the Assessment

Increase	Improve	Incentivize	Make Accessible
Priority opportunity theme 1: Increase food hubs across northern Arizona.	Priority opportunity theme 2: Improve partnerships that are focused on food distribution challenges.	Priority opportunity theme 3: Incentivize healthy food options to address food cost and affordability.	Priority opportunity theme 4: Make it more possible/ accessible for northern Arizona to grow their own food.

# Stakeholder Reflections

## Agriculture landscape, food production, and infrastructure

- Points of interest:
  - # of farms and ranches
  - % of Indigenous farmers
  - Direct to consumer sales opportunities
  - Zoning regulations
  - Commercial kitchen infrastructure and access

## Food retail environment and food access

- Points of interest:
  - # of eateries
  - # of grocery outlets
  - Cost of food



# Stakeholder Reflections, continued

## Food consumption, health, and food access

- Points of interest:
  - % of income spent on food
  - Affordability
  - School-based opportunities for children/youth/students
  - % of people interested in growing food
  - % of people interested in increasing access to farmers markets

## Food waste and recovery

- Points of interest:
  - Amount of waste
  - Liabilities around food recovery

# Stakeholder Food System Priorities



Food access

Agriculture  
landscape and  
food production

Tie – Food retail  
environment and  
food system  
infrastructure



# Stakeholder Informed Potential Food Business Opportunities



Support food recovery  
businesses



Support growing-zone  
smart production among  
farm businesses



Support local food  
distribution businesses



Support growing-zone  
smart production on city-  
owned spaces

# Questions

[adrienneudarbe@pinnacleprevention.org](mailto:adrienneudarbe@pinnacleprevention.org)



# STAKEHOLDER GATHERING

## COMMUNITY FOOD SYSTEM ASSESSMENT



NEW  
VENTURE  
ADVISORS LLC

CITY OF FLAGSTAFF &  
NORTHERN ARIZONA



### GATHER WITH US! JOIN US TO LEARN MORE ABOUT THE CITY OF FLAGSTAFF & NORTHERN ARIZONA COMMUNITY FOOD SYSTEM ASSESSMENT

#### About the Community Food System Assessment Stakeholder Gathering

This stakeholder gathering is an opportunity to reflect on key highlights from the City of Flagstaff and Northern Arizona Community Food System Assessment. You will also have the opportunity to share your needs and priorities for informing the development of a future food action plan. This event is facilitated by Pinnacle Prevention in collaboration with the City of Flagstaff and Flagstaff Foodlink.

#### Options for Attending

We will be gathering together at the Coconino Center for the Arts located at 2300 N Fort Valley Rd, Flagstaff, AZ 86001. There are two options for participating. Join us for either:

- Breakfast session | Wednesday, October 23, 2024 from 9AM-11:30AM  
or
- Lunch session | Thursday, October 24, 2024 from 12PM-2:30PM



**RSVP HERE**  
**OR BY VISITING [HTTPS://BIT.LY/CFSA\\_STAKEHOLDERGATHERING](https://bit.ly/cfsa_stakeholdergathering)**

**YOU CAN LEARN MORE ABOUT THE COMMUNITY FOOD SYSTEM ASSESSMENT ONLINE:**  
<https://www.flagstaff.az.gov/4900/Assessing-Growing-a-Community-Food-System>

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Stacey Brechler-Knaggs, Grants, Contracts & Emergency Management Director  
**Date:** 10/08/2024  
**Meeting Date:** 02/25/2025




---

### TITLE:

U.S. Department of Treasury, American Rescue Plan Act (ARPA), Local Recovery Fund Update

### DESIRED OUTCOME:

City staff will provide an update on the ARPA and Non-Federal ARPA Coronavirus Local Fiscal Recovery Funds.

### Executive Summary:

The City of Flagstaff received \$13,252,816 from the American Rescue Plan Act (ARPA) Local Recovery Funding (LRF). The funds were to provide much-needed relief to:

- Support urgent COVID-19 response efforts to continue to decrease spread of the virus and bring the pandemic under control;
- Replace lost public sector revenue to strengthen support for vital public services and help retain jobs;
- Support immediate economic stabilization for households and businesses; and,
- Address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic on certain populations.

### Information:

The American Rescue Plan Act (ARPA) for State and Local Recovery Fund (SLFRF) provided a substantial infusion of resources to help turn the tide on the pandemic, address its economic fallout and lay the foundation for a strong and equitable recovery. The ARPA funds provided substantial flexibility for each government to meet local needs—including support for households, small businesses, impacted industries, essential workers, and the communities hit hardest by the crisis. These funds may also be used to make necessary investments in water, sewer, and broadband infrastructure.

On September 7, 2021, the City Council provided their recommendations on the allocation of the funding categories.

On April 1, 2022 the Department of Treasury Final Rule offered a standard allowance of Revenue Loss Replacement of up to \$10 million. Its intent was to help minimize administrative burden, and in recognition of the fact that thousands of local governments continue to operate at some level of reduced capacity. The City elected to use the "standard allowance" of \$10 million to spend on government services through the funding period of performance. By utilizing the standard allowance for lost revenue of up to \$10 million for the lifetime of the grant. This added effectiveness and efficiency in delivering Council directed programs. This also alleviated some of the administrative burden, procurement restrictions, compliance/audit risks, extensive reporting, monitoring and oversight.

The remaining \$3,252,816 was designated to nine (9) of the ARPA allowed categories as designated by City Council.



Per the Department of Treasury all funds must be obligated by December 31, 2024 and expended by December 31, 2026. As of December 31, 2024, all funds were obligated.

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**Attachments:**    ARPA Update



# American Rescue Plan Act (ARPA) Update

*Funding from the  
Department of Treasury*







# ARPA Update



The American Rescue Plan Act (ARPA) for State and Local Recovery Fund (SLFRF) provides a substantial infusion of resources to help turn the tide on the pandemic, address its economic fallout and lay the foundation for a strong and equitable recovery.



# ARPA Update

## City of Flagstaff received \$13,252,816

- September 7, 2021 - Council allocated to categories
- April 1, 2022 – Elected the “standard allowance” of \$10m for government services
  - Balance of \$3,252,816 designated to eleven (11) ARPA allowed categories w/ federal requirements
  - Balance of \$10m designated to nine (9) ARPA allowed categories w/o federal requirements including deadlines
- Funds must be obligated by December 31, 2024 and expended by December 31, 2026





# ARPA Update

## Federal Funding Status Table (100% Obligated)

PROJECT NAME	ALLOCATION	STATUS
Congregate Care	\$398,432.34	COMPLETE
Community Ambassador Program	\$79,956.00	< 25%
Housing Assistance: Other Housing Assistance	\$259,948.00	> 50%
Housing Assistance: Affordable Housing	\$1,294,796.00	> 75%
Housing Assistance: Services for the Unhoused	\$345,256.00	>75%
Job Training Assistance	\$60,000.00	COMPLETE
Aid to Non-Profits: Victim Services	\$401,418.43	< 25%
Local Event Support, Permits & Fees	\$55,220.71	COMPLETE
Education Assistance: Early Learning	\$250,000.00	COMPLETE
Support for Filling Vacancies, Promote Team Flagstaff	\$100,000.00	COMPLETE
Administration of ARPA Funds	\$7,788.52	COMPLETE
<b>TOTAL:</b>	<b>\$3,252,816.00</b>	



# ARPA Update



## What was Funded - Federal

- Congregate Care:
  - 3 agencies were awarded funding to combat the spread of Covid-19 amongst residents of shelters, transitional/supportive housing, and emergency housing facilities.
- Community Ambassador Program:
  - Funding was awarded to provide Downtown Ambassador services.





# ARPA Update



## What was Funded - Federal

- Housing Assistance – Other:
  - 2 agencies were awarded funding to assist in housing stability and eviction prevention.
- Housing Assistance – Affordable Housing:
  - 3 agencies were awarded funding to create, improve, and provide affordable housing options.
- Housing Assistance – Services for the Unhoused:
  - 3 agencies were awarded funding for housing and related services for unhoused youth, adults, and families.



# ARPA Update



## What was Funded - Federal

- Job Training Assistance:
  - Awarded funding to an innovative local business to implement a workforce training and fellowship program to promote and expand a unique sector that has recently been identified as a focus area of the Economic Development Strategic Plan.
- Aid to Non-Profits – Victim Services:
  - 3 agencies were awarded funding for services to victims of crime, including domestic violence.





# ARPA Update

## What was Funded - Federal

- Local Event Support:
  - Funding was provided to various local event producers to ease the burden of fees and permitting costs of hosting local community events.
- Education Assistance – Early Learning:
  - Awarded funding to United Way of Northern Arizona (UWNA) to distribute, on the City's behalf, to 3 agencies for preschool and early learning related programs, including impacted and disproportionately impacted communities.



# ARPA Update



## What was Funded - Federal

- Support for Filling Vacancies & Promotion of Team Flagstaff:
  - The City used funding for marketing to potential employees and fill some job openings created by the Covid-19 pandemic.
- Administration of ARPA Funds:
  - Funding was used for costs associated with the administration of the funding.





# ARPA Update

## Non-Federal Funding Status Table

PROJECT NAME	ALLOCATION	STATUS
Small Business Assistance	\$290,152.70	COMPLETE
Aid to Non-Profits: Arts & Sciences	\$150,000.00	COMPLETE
Aid to Non-Profits: Food	\$115,000.00	COMPLETE
Aid to Non-Profits: Other	\$369,374.00	COMPLETE
Aid to Tourism, Travel, or Hospitality	\$128,561.15	COMPLETE
Education Assistance: Facility Construction	\$2,750,000.00	< 50%
Premium Pay for Public Safety Employees	\$700,000.00	COMPLETE
Broadband – Other Projects	\$1,500,000.00	0%
Revenue Loss Replacement	\$3,832,816.00	COMPLETE
Administration of Non-Federal Funds	\$164,096.15	COMPLETE
<b>TOTAL:</b>	<b>\$10,000,000.00</b>	



# ARPA Update

## What was Funded – Non-Federal

- Small Business Assistance:
  - 42 local small businesses received funding to help overcome challenges due to the Covid-19 pandemic. Businesses included restaurants, therapists, artists, retail stores, and many more.
- Aid to Non-Profits – Arts & Sciences:
  - Awarded funding to Creative Flagstaff who disbursed it, on the City's behalf, to 17 local organizations in the fields of arts and sciences, who experienced negative economic impacts of the Covid-19 pandemic.





# ARPA Update



## What was Funded – Non-Federal

- Aid to Non-Profits – Food:
  - Awarded funding to UWNA who distributed it to 3 agencies, on behalf of the City, who used it help combat the food insecurity issues in our community.
- Aid to Non-Profits – Other:
  - Awarded funding to UWNA who distributed it to 16 agencies, on behalf of the City, who used it to support causes like shelters, literacy, cancer patients, children, mental health, community centers, etc.



# ARPA Update

## What was Funded – Non-Federal

- Aid to Tourism, Travel, or Hospitality:
  - Awarded funding to 22 local tourism-related businesses that were some of the hardest hit economically by the Covid-19 pandemic. Businesses included restaurants, breweries, coffee shops, theatres, and hotels.
- Education Assistance – Facility Construction:
  - Funding was allocated for the construction of an educational facility in the Joel Montalvo/former fire station.





# ARPA Update



## What was Funded – Non-Federal

- Premium Pay for Public Safety Employees:
  - Used funding to increase pay for the employees in the Police and Emergency Communication roles.
- Broadband – Other Projects:
  - Allocation is planned to be used as a match to fund a larger infrastructure improvement project related to community broadband/fiber.



# ARPA Update



## What was Funded – Non-Federal

- Aid to Tourism, Travel, or Hospitality:
  - Awarded funding to 22 local tourism-related businesses that were some of the hardest hit economically by the Covid-19 pandemic. Businesses included restaurants, breweries, coffee shops, theatres, and hotels.
- Education Assistance – Facility Construction:
  - Funding was allocated for the construction of an educational facility in the Joel Montalvo/former fire station.





# ARPA Update

## What was Funded – Non-Federal

- Revenue Loss Replacement:
  - Through the budget process we were able to support several funds and program with valuable resources. Some of these include:
    - \$500,000 to Housing Emergency
    - \$500,000 to Climate Emergency
    - City leased facilities improvements, fleet electrification of vehicles, PROSE master plan, HURF Equipment, ParkFlag reserve, and more



# ARPA Update



Over 100 different local small businesses and non-profit agencies were awarded funding!

In addition, dozens of community events were supported, and local businesses were contracted!





# ARPA Update



Questions?



**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Tamara Lawless, Water Conservation Manager  
**Co-Submitter:** Erin Young, Lee Williams  
**Date:** 02/14/2025  
**Meeting Date:** 02/25/2025



---

**TITLE:**  
**Overview of the Water Services Division and a Water Resources & Conservation Update**

**DESIRED OUTCOME:**

New City Council members will get a short overview of the Water Services Division, followed by an overview of the operations of the Water Resources & Conservation section. This item is for discussion only, no council action is required.

**Executive Summary:**

This presentation will begin with a short summary of the Water Services Division and then proceed into an overview of Flagstaff's Water Resources Section and Water Conservation Program.

The purpose of this item is to provide new council members with information about:

- How the City of Flagstaff Water Services Division operates
- What major programs and projects are managed by the Water Resources & Conservation Section
- What water resources (supplies) exist today for Flagstaff customers
- How water resources are managed in Flagstaff
- How water conservation is utilized as a water resource (supply)
- What has been accomplished since the 2020 Water Conservation Strategic Plan was approved by the City Council

City Council members will also be invited to tour some of Flagstaff's critical water infrastructure in the near future.

**Information:**

The work performed by the Water Resources & Conservation Section is critical both for long-term planning for the Flagstaff community and also for achieving the City's climate goals.

---

**Attachments:** Presentation



# Water Services / Water Resources & Conservation Update

Water Services Division Staff  
February 2025







# Water Services Overview (LEE)

- Six Sections

- Field Operations
- Plant operations
- Stormwater
- Engineering
- Regulatory Compliance
- Resource Management

- Overarching Responsibilities

- Drinking Water
- Wastewater
- Stormwater







# Plant Operations- Lee Williams

## • Water

- Two plants, four well fields, reservoirs & booster stations
- Ensures quality and quantity of water needed
- Future-RGR

## • SCADA

- IIOT
- Mapping
- Communications

## • Water Reclamation

- Two plants (6+4MGD)
  - Treat sewage to State & Federal standards
  - Produce A+ reclaimed water
  - Handle solids





# Field Operations-Patrick O'Connor

## • Water Distribution

- Delivers water from sources to customers
  - 450 miles of water mains
  - Purple pipe system
  - On-call 24/7/365



## • Wastewater Collections

- Collects used water from customers & conveys to treatment plants
  - Sewer pipes, manholes
  - 281 miles sewer mains
  - On-call 24/7/365







# Stormwater- Ed Schenk

## • **Safely Conveys Run-off**

- Drainages and Storm Sewer
  - Construct, improve and maintain infrastructure
  - Code enforcement
  - Overlap with County and USFS
  - Plan reveiw





# Engineering- Mac McNamara

- **Design & Construct**

- Works closely with staff and engineering firms
  - Design facility upgrades
  - Design plant rehab
  - Oversee construction
  - Plan review for new development







# Regulatory Compliance- Jolene Montoya



- **Ensures compliance with State & Federal Laws**
  - Certified labs in treatment plants
    - Water quality testing
      - Plants
      - Distribution system
  - Writing and filing reports
  - Working with plant staff & State





# Resource Management- Erin Young



## • Resource Management

- Water resource monitoring
- Long-term water demand and water resource forecasting
- Water rights management
- Represent the City on regional water related groups and organizations
- Manage partner contracts
- Groundwater well locations

## • Water Conservation

- Code enforcement
- Work with community and city locations on conservation and efficiency efforts
- Represent the City on regional water related groups and organizations
- Manage partner contracts

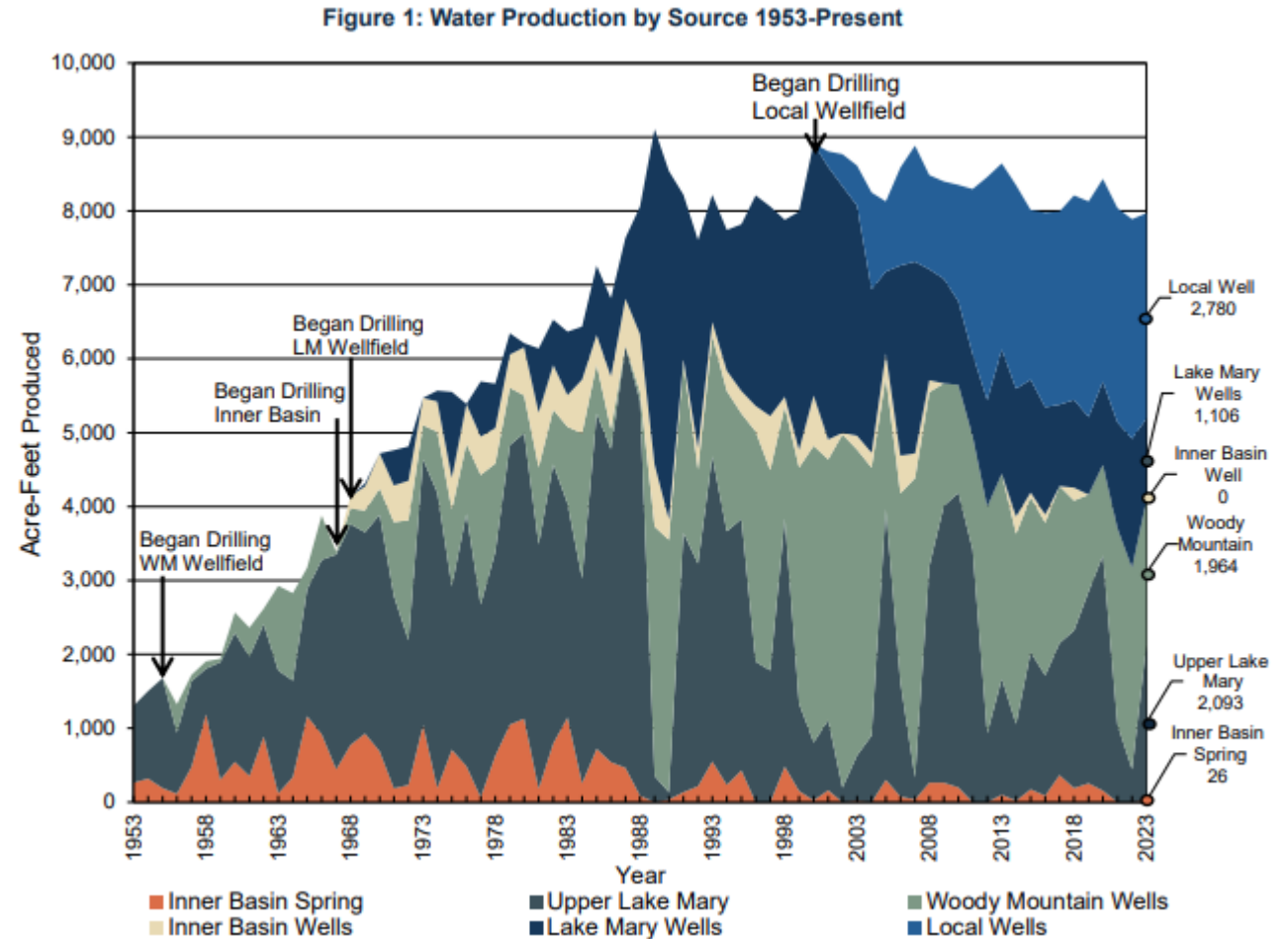




# Water Resource History

## Flagstaff Water Supply Over time

- Currently import up to 2/3 of our water resources from outside city limits
- 75% of our water resources are located in a forested landscape





# Water Resource Development

## Challenging hydrogeology for deep groundwater yield

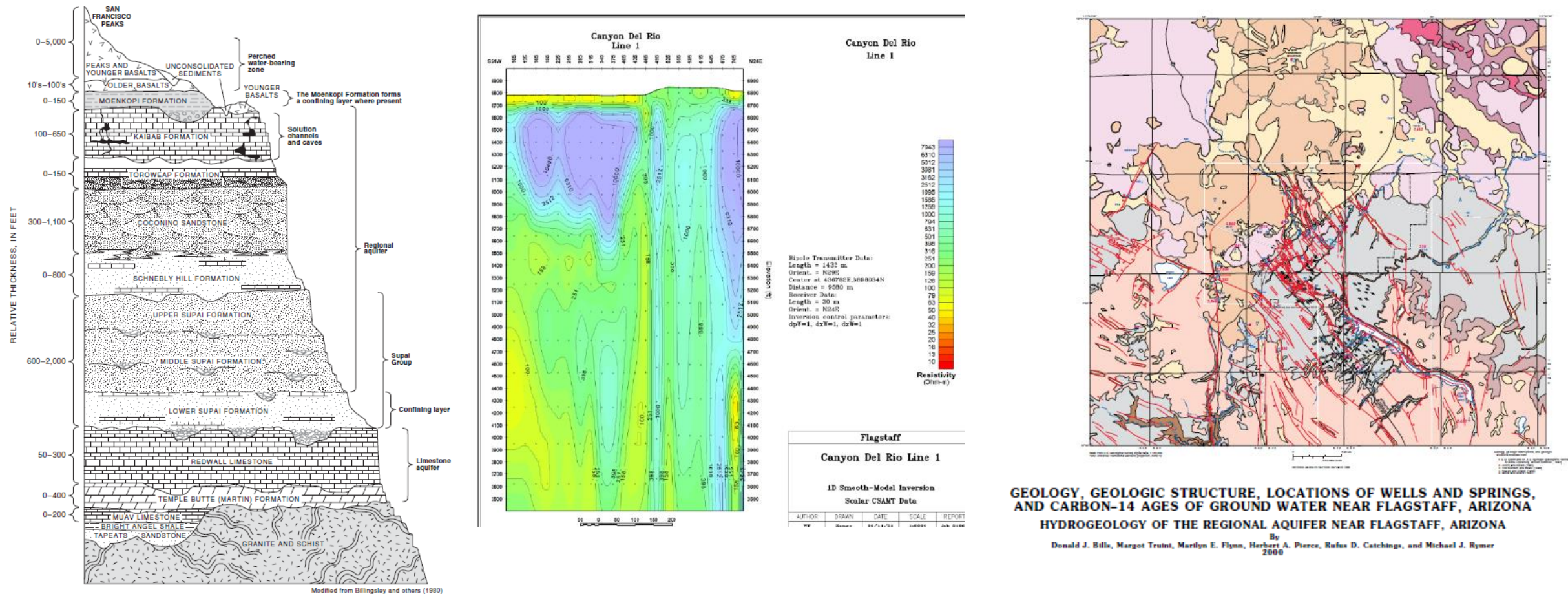


Figure 11. Generalized stratigraphic section of rock units, Flagstaff, Arizona.





# Water Resource Management

## Planning for 100 years – Designation of Adequate Water Supply

- Tie Water Needs to Voter-Adopted Regional plan
- Use projections
- Groundwater monitoring
- Conservation as a resource

In 2009, Council directed staff for the City to become Designated

In 2013, City obtained its most recent Designation of Adequate Water Supply

Table 1: City of Flagstaff 2013 Designation of Adequate Water Supply

<u>Water Demands:</u>		<u>Water Supplies</u>	
2011 Current	10,460.84 AF/year	Groundwater	9,913 AF/year
2011 Committed	858.70 AF/year	Upper Lake Mary	3,585 AF/year <sup>1</sup>
2033 Projected	<u>3,520.00 AF/year</u>	Reclaimed Water:	<u>2,212 AF/year</u>
<b>TOTAL</b>	<b>14,839.54 AF/year</b>	<b>TOTAL</b>	<b>15,710 AF/year <sup>2</sup></b>
		Red Gap Ranch	<u>16,500 AF/year</u>
		<b>TOTAL:</b>	<b>32,210 AF/year</b>

Growth projections assumed at 1.2% per year



# City of Flagstaff - Water Resource Resiliency & Redundancy Scenario Basecase

Supplies are in acre-feet annually [AFA]

## Assumptions

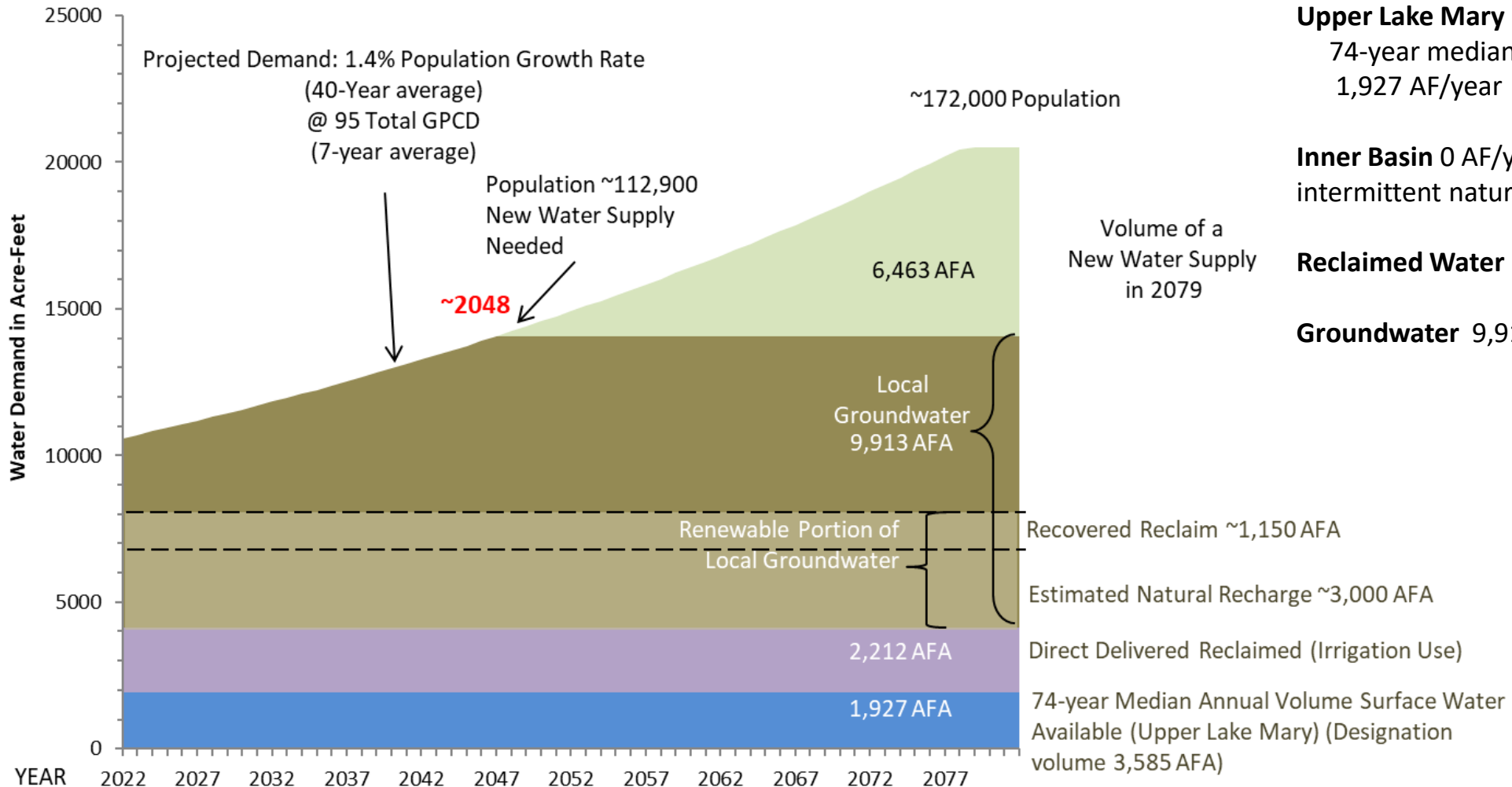
### Upper Lake Mary

74-year median annual volume  
1,927 AF/year

Inner Basin 0 AF/year due to  
intermittent nature of supply

Reclaimed Water 2,212 AF/year

Groundwater 9,913 AF/year

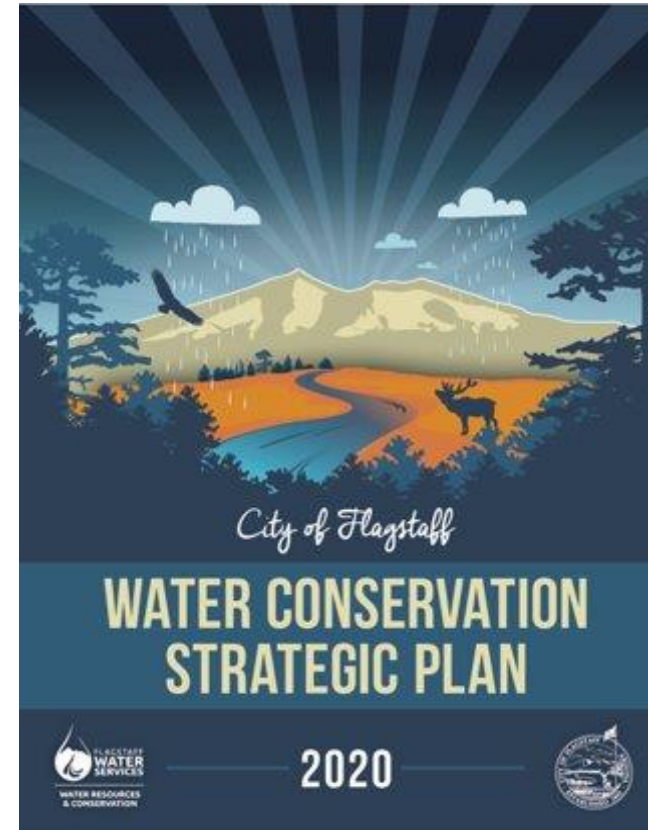
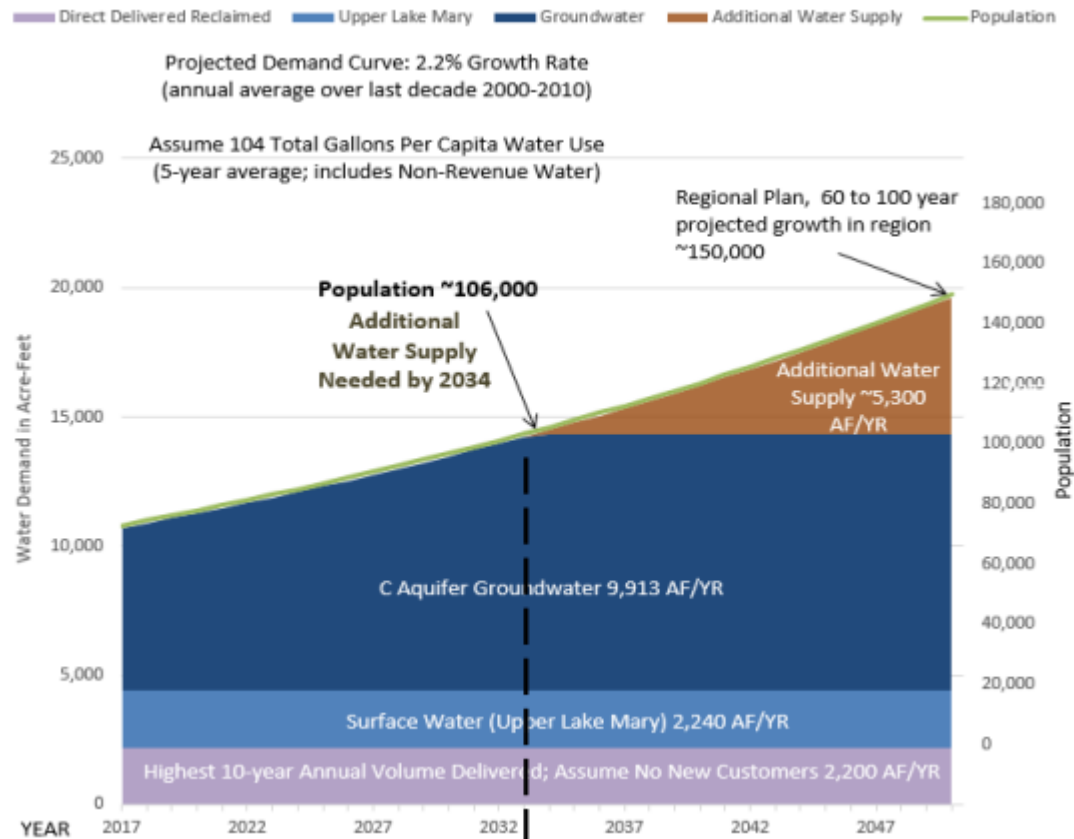






# Water Conservation Strategic Plan

Decrease an additional 20 gallons per capita per day over 20 years - target a total 80 gpcd



COF Water Conservation Team with Chief of EPA WaterSense Program, Veronica Blette

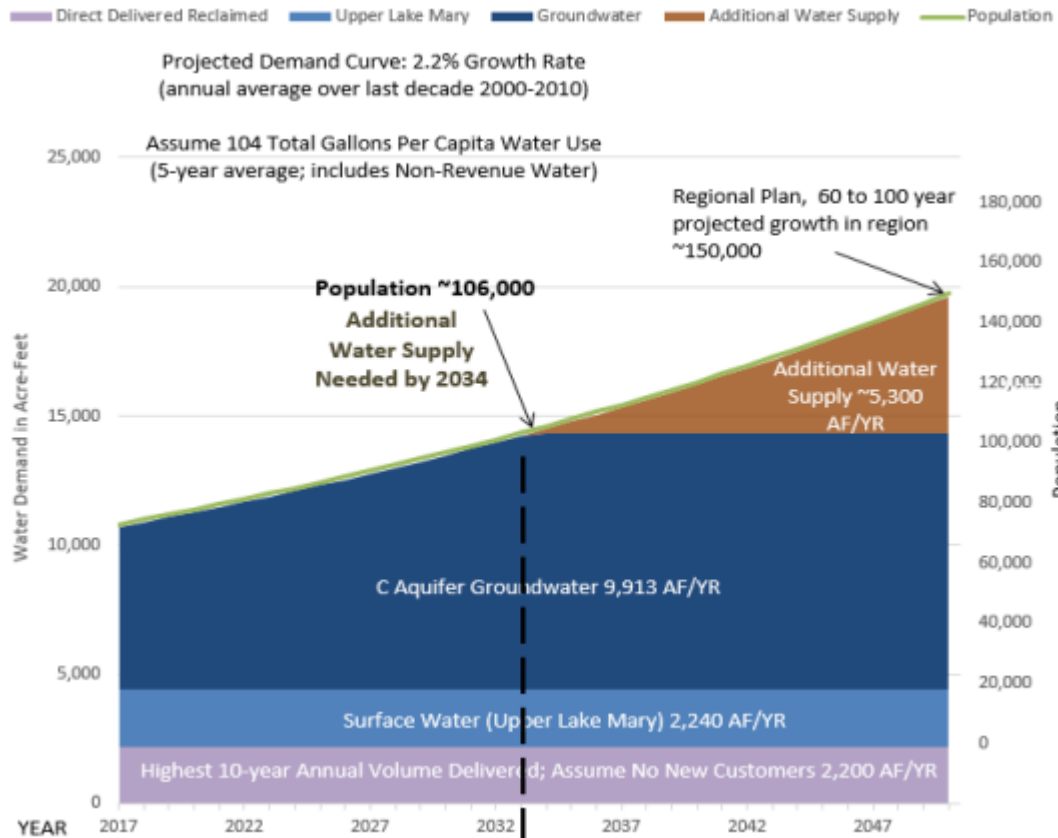
EPA WaterSense Partner of the Year, 2024

Basecase - No Additional Conservation

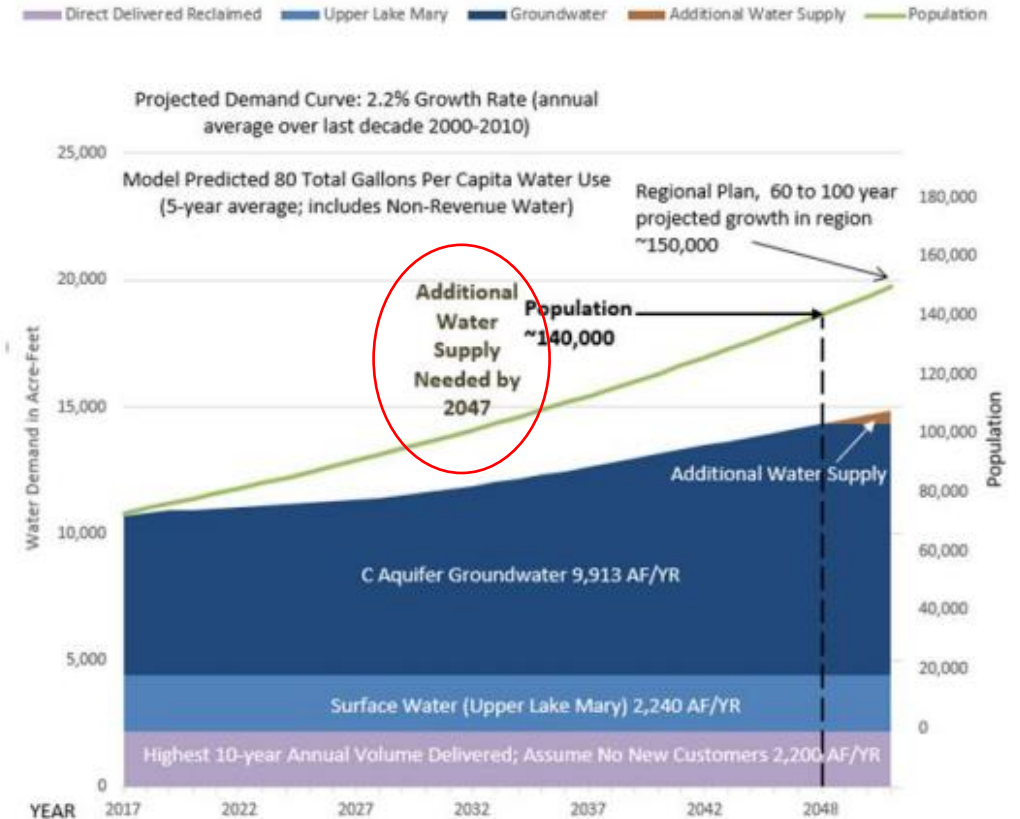


# Water Conservation Strategic Plan

Decrease an additional 20 gallons per capita per day over 20 years - target a total 80 gpcd



Basecase - No Additional Conservation



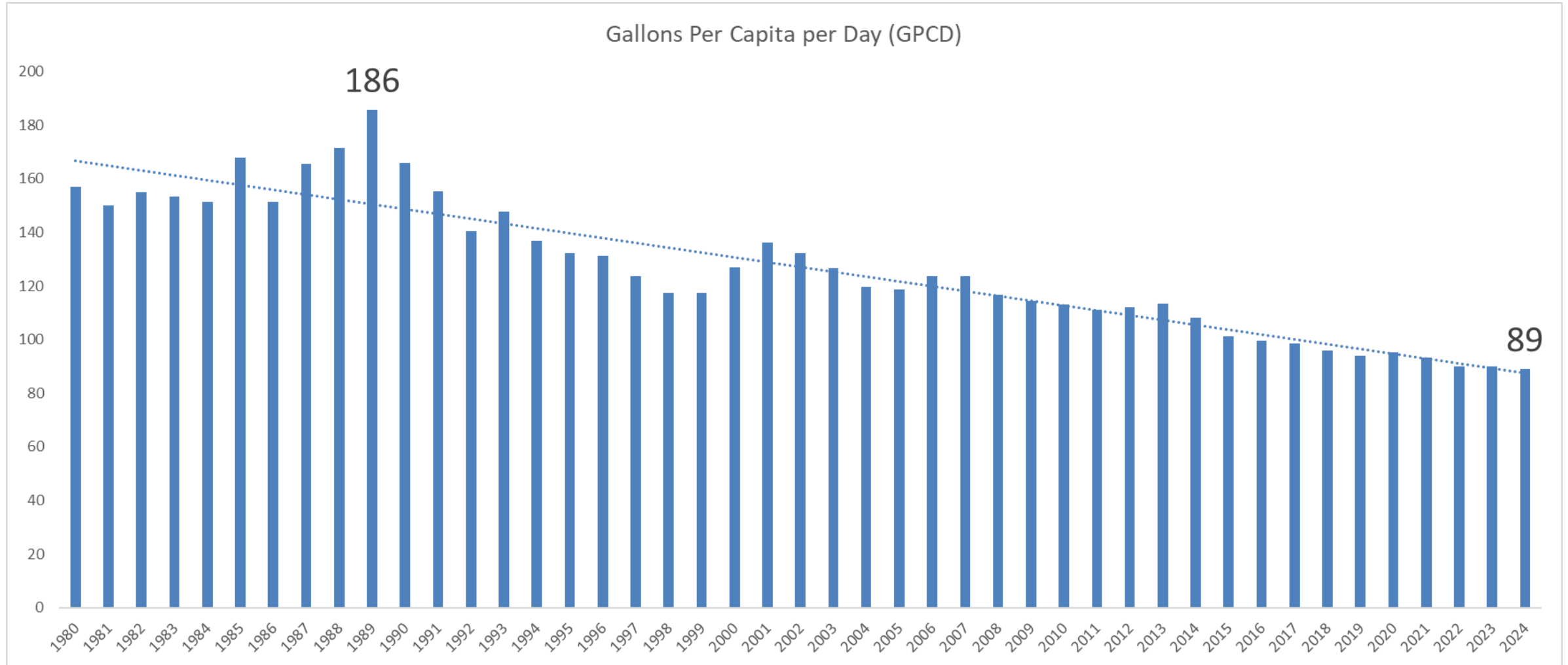
W/ Optimized Conservation Program



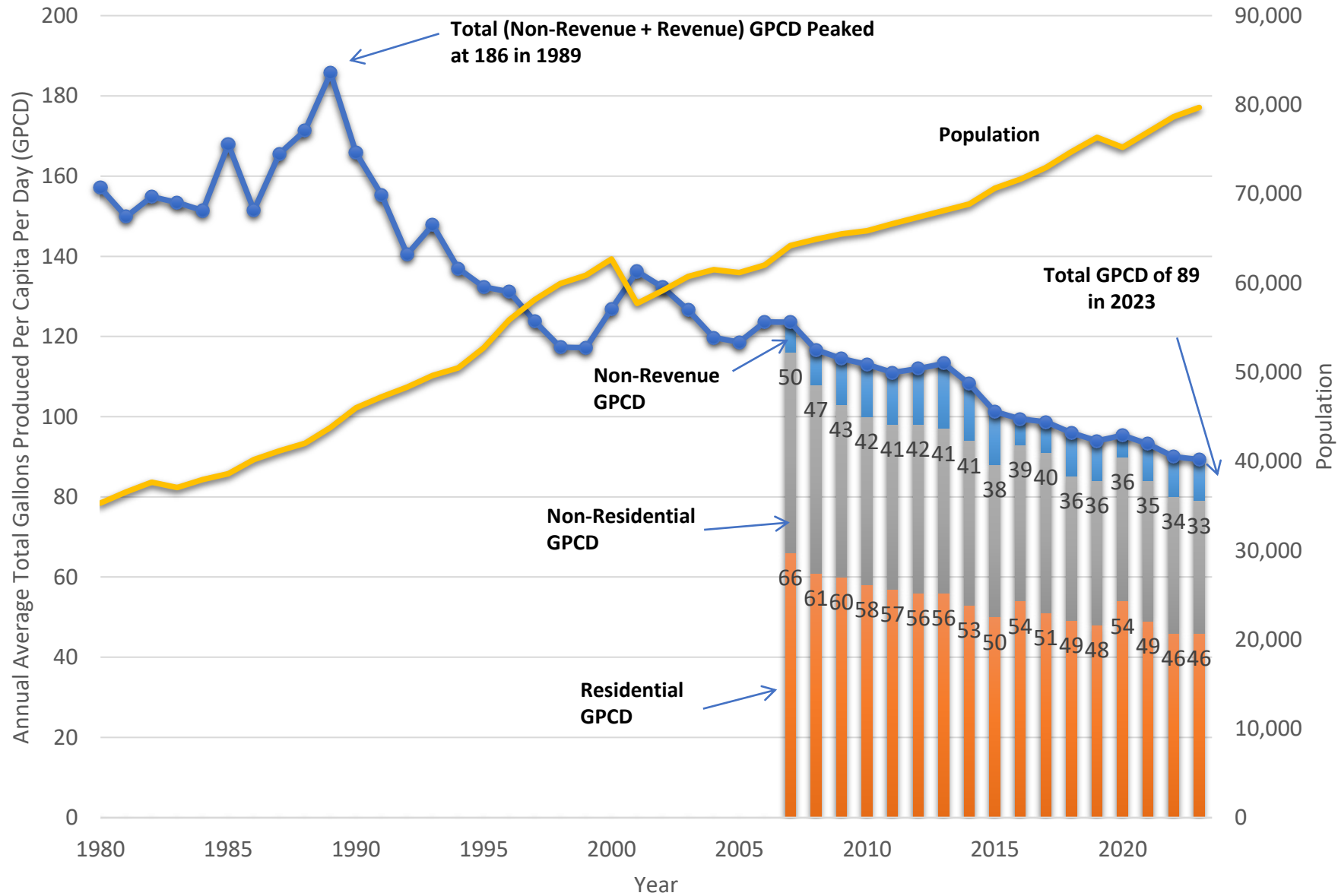


# Water Conservation

## Water Use Trends over time



# Water use trends 1980 - 2023







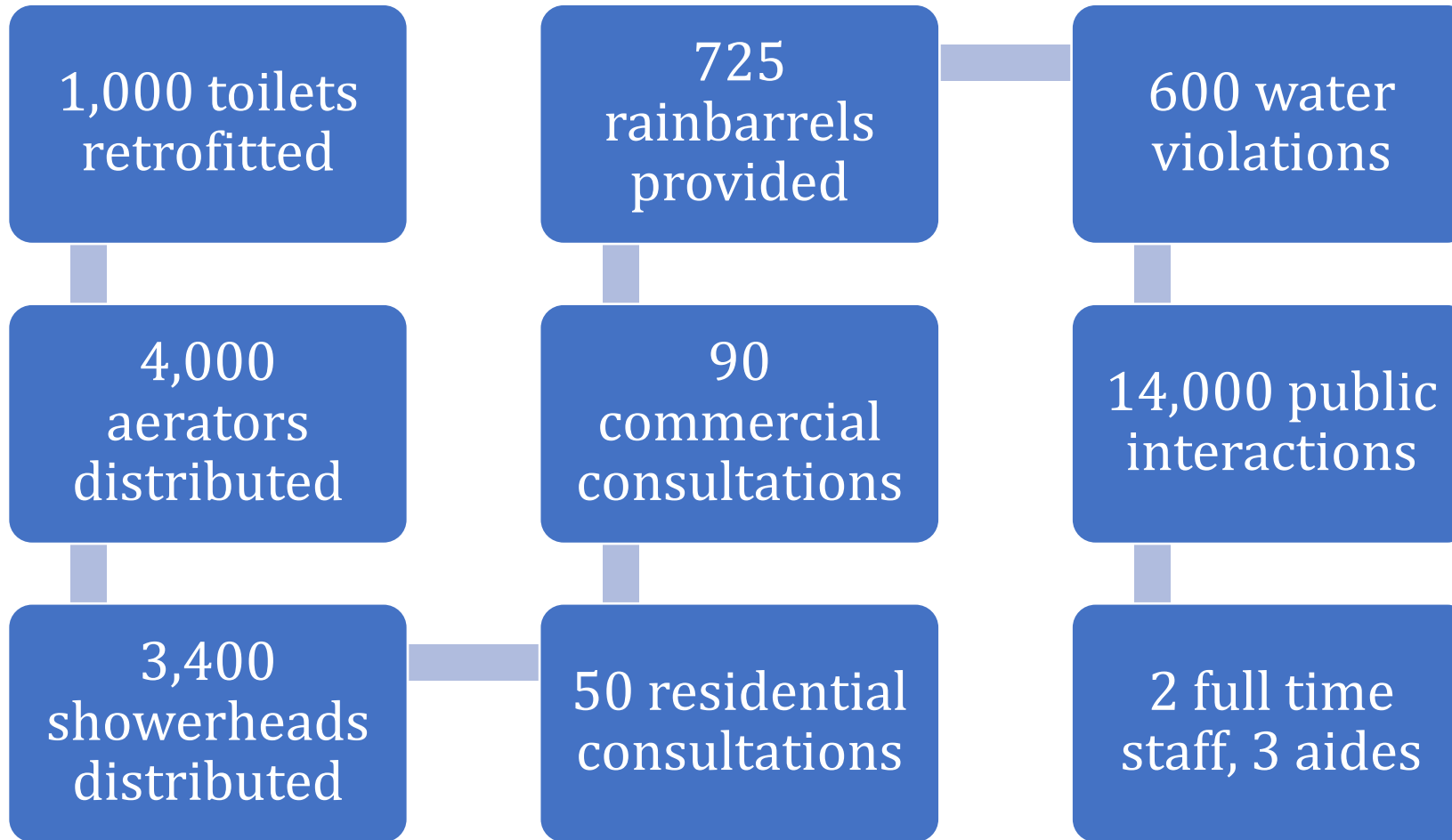
# Water Conservation Program

- 1988 Conservation Ordinance
- ~2003 Staff established
  - Ordinance revision to start doing conservation measures as the baseline condition
- 2020 Strategic Plan
  - Extensive public outreach process from 2018-2020
  - Cost benefit analysis of various actions
  - Council approval in December of 2020



# Water Conservation

## 2021-2024 stats







# Water Conservation

## Continued implementation of strategic plan

- Code changes
  - Upcoming revisions to the plant list / landscape guidelines
  - Consideration of WaterSense requirements for fixtures
  - Changes to how reclaimed water can be used
- Grant-funded income qualified leak repair and fixture retrofit program
- Grant-funded nonrevenue water audit program
- Observation of customer response to rate changes

# Questions?

Thank you!





**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Sarah Darr, Housing Director  
**Date:** 02/18/2025  
**Meeting Date:** 02/25/2025

**TITLE:**

**Presentation and Discussion on an Opportunity to Expand Housing Choice Voucher Program Resources by Accepting a Voluntary Program Transfer From the City of Williams**

**DESIRED OUTCOME:**

Discussion of the proposed opportunity and direction from Council.

**Executive Summary:**

The City of Williams and the US Department of Housing and Urban Development (HUD) have requested that the City of Flagstaff accept a voluntary transfer of Williams's Housing Choice Voucher (HCV) program consisting of 50 vouchers and all associated funding. The City of Williams has concluded the HCV program is no longer independently viable in their community due to the decrease in available rental units and the limited administrative funding due to the program's relatively small size.

**Information:**

The City of Flagstaff has been presented with the opportunity to increase its number of Housing Choice Vouchers (HCV) by 50 via a transfer of the City of Williams (Williams) HCV program. *It is of utmost importance to mention that should this program transfer be approved, no current Williams voucher holder will see any impact beyond the administering agency changing to the City of Flagstaff Housing Authority instead of Williams Housing Authority.*

In recent years, fewer than 25 of the 50 vouchers allocated to Williams have been able to be utilized and Williams has determined the rental housing stock in the community is no longer sufficient to support the utilization of all 50 vouchers. Like many other communities, Williams has seen a decrease in available long-term rentals as units are shifted to more profitable short-term rentals. Shifts in how housing units are used are disproportionately impactful in small communities, and Williams' City Staff estimates the community has 250 short-term rental units, constituting 15% of its 1,653 total housing units.

The decrease in available rental units, combined with limited administrative funding, has led Williams to conclude that the HCV program is no longer independently viable. Administrative funding for HCV programs is provided by HUD based on the number of vouchers utilized at the end of the previous month. With utilization hovering around 50% or less, and few opportunities to increase utilization due to the limited rental stock, administrative funds have not been sufficient to support the necessary work. This financial strain further underscores William's desire to transfer the HCV program to a more viable location while preserving the opportunity for vouchers to be utilized in the community.

The City of Flagstaff HCV Program, administered by the Flagstaff Housing Authority in the Housing Section, currently administers 530+ vouchers.

Additional detail is contained in the attached presentation.

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**Attachments:**    HUD Intent Letter  
                         City of Williams Resolution and Transfer Letter  
                         Presentation





**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

2800 North Central Avenue, Suite 700  
Phoenix, AZ 85004-4414

**OFFICE OF PUBLIC HOUSING**

December 6, 2024

Sarah Darr  
Flagstaff Housing Authority  
3481 Fanning Drive  
Flagstaff, AZ 86004

Subject: Williams Housing Authority HCV Transfer

Dear Ms. Darr,

This letter is to confirm that the Phoenix Office of Public Housing (PXOPH) in our request to HUD that the Flagstaff Housing Authority (FHA) be held harmless for the impacts of performance deficiencies and HUD liabilities sustained by the Williams Housing Authority (WHA) upon receipt of the full FHA Board of Commissioners and the City Council's resolution approving the transfer of the Section 8 Housing Choice Voucher (HCV) program. Additionally, our office will request initial technical assistance for a period of six months to one year from the date of the approved transfer from HUD to assist FHA staff with financial matters associated with the program transfer and the transfer of participant records, tenant screening and leasing requirements prescribed in HUD regulations at 24 CFR 982.

Once our office has received the written approval from FHA's Board of Commissioners and the Flagstaff City Council, we will provide information to the Financial Management Division (FMD) on the estimated RNP and UNP balances as of the latest audited Financial Assessment Subsystem (FASS) submission, and restricted cash and investments for the WHA to determine the full amount of funding for transfer to FHA.

If you have any questions regarding this letter, please contact Jenese Nelson Bojorquez at (602) 379-7184 or [Jenese.A.NelsonBojorquez@hud.gov](mailto:Jenese.A.NelsonBojorquez@hud.gov).

Sincerely,

A handwritten signature in blue ink, appearing to read "William M. Rhodes", is written over a blue oval-shaped line.

William M. Rhodes  
Director  
Office of Public Housing

**RESOLUTION # 2024.08.22**

**A RESOLUTION BY THE BOARD OF COMMISSIONERS OF THE WILLIAMS HOUSING AUTHORITY OF THE CITY OF WILLIAMS, ARIZONA, APPROVAL OF VOLUNTARY TRANSFER OF HOUSING CHOICE VOUCHER PROGRAM TO FLAGSTAFF HOUSING AUTHORITY.**

**BACKGROUND**

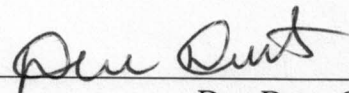
The Williams Housing Authority has no physical employees to administer the HUD Housing Choice Voucher Program. The Housing Authority Board of Commissioners recommends to the City Council the transfer of the HUD Housing Choice Voucher Program effective October 1, 2024. The only remaining HUD program administered by the Authority is the Public Housing Program. After discussion with HUD, the Board of Commissioners has determined that it is in the best interests of the City, its citizens, and the participants of the Housing Authority programs to voluntarily transfer the Housing Choice Voucher Program to the Flagstaff Housing Authority effective October 1, 2024.

**WHEREAS**, the Board of Commissioners has recommended the dissolution of the Authority; and

**WHEREAS**, the Authority currently administers a Housing Choice Voucher program consisting of tenant-based vouchers and wishes to voluntarily transfer the Housing Choice Voucher Program to the Flagstaff Housing Authority; and,

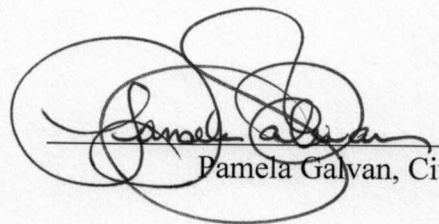
**NOW, THEREFORE**, be it resolved by the Board of Commissioners of the Williams Housing Authority, hereby approves the Voluntary Transfer of the Housing Choice Voucher Program to the Flagstaff Housing Authority effective October 1, 2024, and authorizes the Management Agent to submit the application to HUD for the Voluntary Transfer in accordance with PIH Notice 2018-12.

**PASSED AND ADOPTED** by the Board of Commissioners of the Williams Housing Authority Board of the City of Williams, Arizona, this 22nd day of August 2024, with 6 ayes and 0 nays.



Don Dent, Chair

ATTEST:



Pamela Galvan, City Clerk



June 15, 2024

Mr. William M. Rhodes  
Director  
U.S. Department of Housing and Urban Development  
Office of Public Housing, Phoenix Field Office  
2800 North Central Avenue, Suite 700  
Phoenix, Arizona 85004-4414

RE: Voluntary Transfer of HCV Program to Flagstaff Housing Authority

Dear Mr. Rhodes:

This letter will confirm agreement between the Board of Commissioners acting on behalf of the Williams Housing Authority (WHA — AZ041) and the Flagstaff Housing Authority (FHA — AZ006) to voluntarily transfer the WHA Housing Choice Voucher Program to PCHA effective October 1, 2024, pursuant to PIH Notice 2018-12.

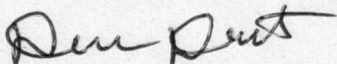
The City of Williams has been unsuccessful in its efforts to recruit for the executive director position. In the absence of an experienced housing manager, the City has collaborated with the Phoenix Field Office for assistance with the housing authority operations. The reason for the voluntary transfer is because the City of Williams is concerned about the continued support of its constituents participating in the HUD HCV Program and therefore will transfer the Housing Choice Voucher Program, pending approval from HUD.

Additionally, it is the full intent of the City of Williams to hold harmless the Flagstaff Housing Authority from any pending HUD actions.

Attached is the commitment letter from the Flagstaff Housing Authority to voluntarily accept the transfer of WHA's program along with a copy of the authorizing resolution. Also attached is WHA's authorizing resolution.

If you have any questions or need any further information regarding the voluntary transfer of the HCV program, please let me know.

Sincerely,



Don Dent  
Mayor City of Williams  
Chairperson Board of Commissioners  
Williams Housing Authority

A Request  
from the City  
of Williams  
and the U.S.  
Department of  
Housing and  
Urban  
Development

# OPPORTUNITY TO EXPAND VOUCHER PROGRAM RESOURCES





OPPORTUNITY  
TO EXPAND  
VOUCHER  
PROGRAM  
RESOURCES

Purpose of Presentation:

Discussion Item

*Staff is seeking feedback and  
direction*

THE  
OPPORTUNITY  
TO SERVE

AND INCREASE  
COMMUNITY  
RESOURCES

The City of Flagstaff has been presented with the opportunity to increase its number of Housing Choice Vouchers (HCV) by 50 via a voluntary transfer of the City of Williams (Williams) HCV program.





Housing Choice  
Voucher (HCV)



Utilization



Administrative  
Fee



Housing Assistance  
Payment (HAP)



Service Area

TERMS USED  
TODAY

# OUTLINE

- ❖ What is the Housing Choice Voucher Program and how does it work?
- ❖ City of Flagstaff and Williams program specifics
- ❖ How Does a Transfer Work?
- ❖ Transfer Specific Details
- ❖ Schedule

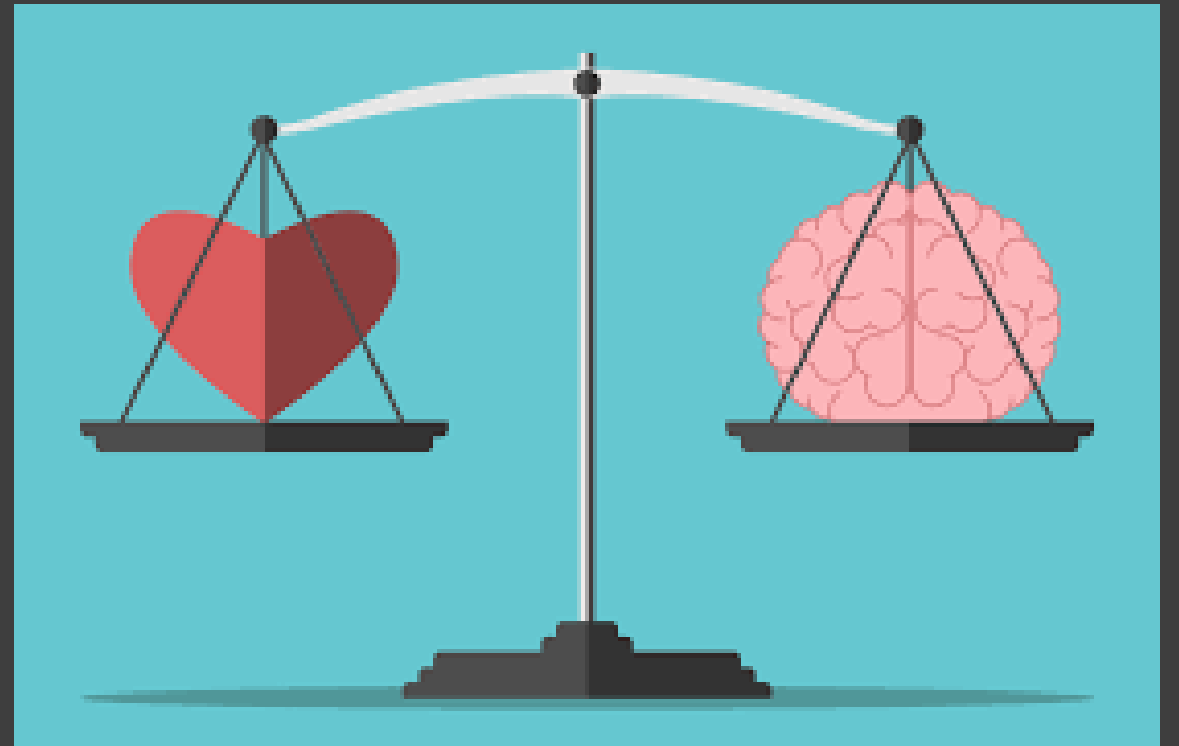


THE  
OPPORTUNITY  
TO SERVE

AND INCREASE  
COMMUNITY  
RESOURCES

*It is of utmost importance to mention right up front that should this program transfer be approved, no current Williams voucher holder will see any impact beyond the administering agency changing to the City of Flagstaff Housing Authority instead of Williams Housing Authority.*

PEOPLE  
*AND*  
BUSINESS



# HOUSING CHOICE VOUCHER PROGRAM (HCV)

Largest Federal Affordable Housing Program

Approximately 2.4 million households nationwide

Operated by State and Local Public Housing Agencies

Many sub-programs within HCV

Generally, 50% AMI and below  
(\$45,500 / 3 person household)

75% of vouchers must be issued to households under  
30% AMI (\$27,000 / 3 person household)





# HOUSING CHOICE VOUCHER PROGRAM (HCV)

In general, eligible households pay 30% of their gross income as rent to the landlord— known as **tenant payment**

PHA pays the difference between the tenant payment and the rent of the unit directly to the landlord – known as the **Housing Assistance Payment (HAP)**

Unit must be of good quality and have reasonable rent for the community

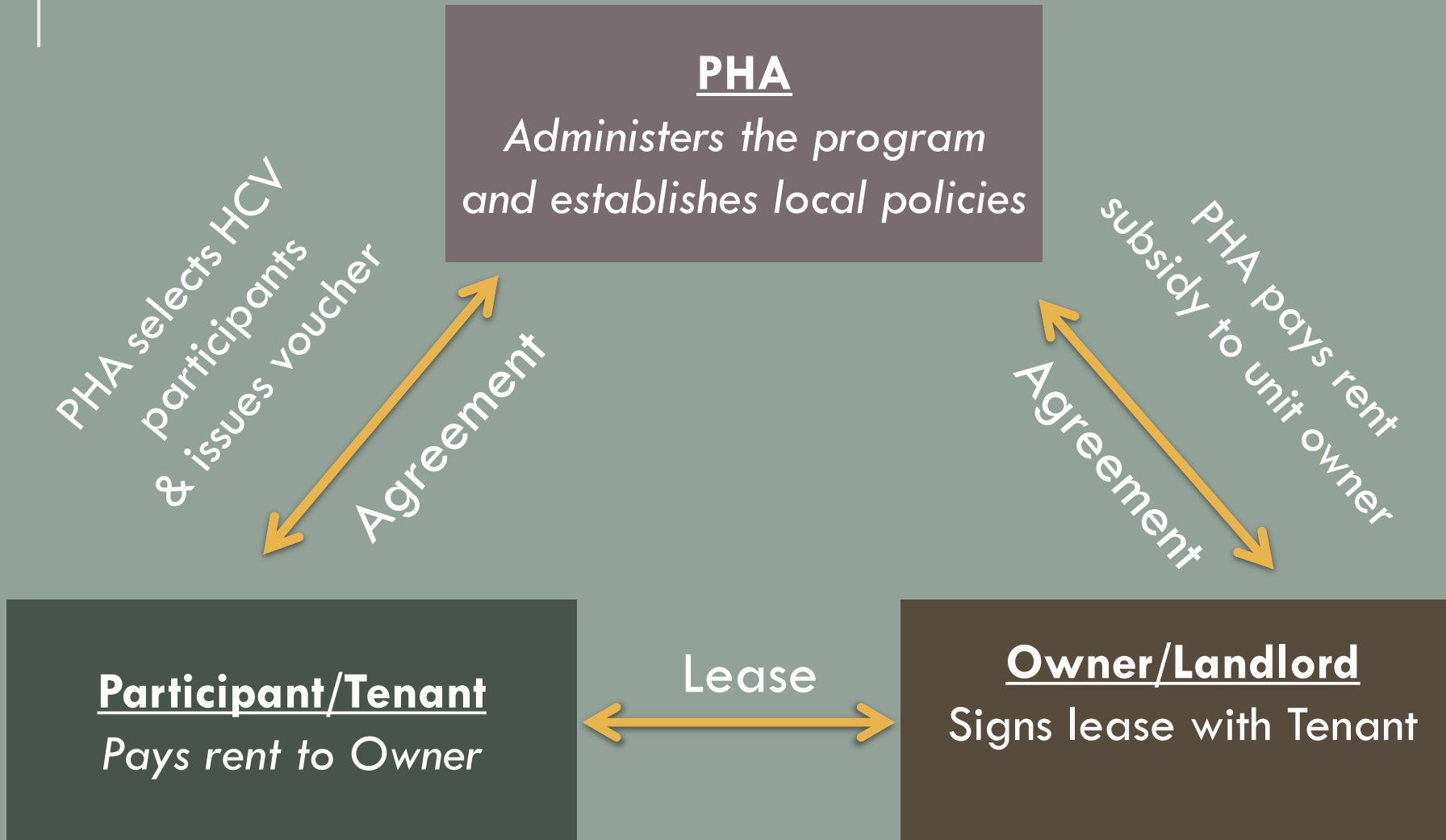
*Public Housing Authorities are allocated a certain number and type of vouchers that are managed within a specified budget*

# HOW DO VOUCHER PROGRAMS WORK?

## CFHA VOUCHER PROGRAM — 530+ VOUCHERS

- 342 Section 8 Housing Choice Vouchers (HCV)
- 106 Veterans Affairs Supportive Housing Vouchers (VASH)
- 40 Mainstream Vouchers
- 25 Emergency Housing Vouchers (EHV)
- 5 Housing Stabilization Vouchers
- 12 Single Room Occupancy vouchers for Seriously Mentally Ill
- Foster Youth to Independence (FYI) Vouchers — currently 7

# HOW DO VOUCHER PROGRAMS WORK?



***HCV  
Program  
is a  
partnership  
between  
CFHA,  
Voucher  
Holder, and  
Landlord***



# LOCAL IMPACT OF VOUCHER PROGRAM IN FLAGSTAFF



**530+ Vouchers = Households Served**



**Currently 121 participating landlords**



**In 2024, an average of \$599,927 was paid monthly to local landlords in Flagstaff on behalf of HCV Program participants**

# WHAT IS UTILIZATION?

A careful balancing act taking into account the number of vouchers leased and Housing Assistance Payment budget used...in an ever changing rental market where the maximum amount a voucher is worth is based on 2 year old data...and federal budget amounts decided months into the funding year.



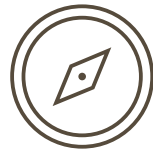
# LOCAL PERFORMANCE METRICS

## UTILIZATION AND TIME FROM ISSUANCE TO MOVE-IN



### Utilization

Annually over 98% for more than 15 years



### Issuance to Move-In (Number of Days)

18% less than 30

38% 60 – 90

40% 30 – 60

4% 90 – 120



**Approx. 10% - 15% Lease in Place**



LOCAL  
PERFORMANCE  
METRICS

SUCCESS  
AND  
TURNOVER RATES



### Success Rate

The rate issued vouchers lease-up  
70% locally      60% nationally



### Annual Turnover

11% locally      10% nationally



### Housing Assistance Payment Budget Utilization

98 – 104%

# VOUCHER PROGRAM WAITING LIST

**Waiting lists for all Flagstaff programs are OPEN**

2506 – Total number on waiting list

890 – Number that identified residency preference

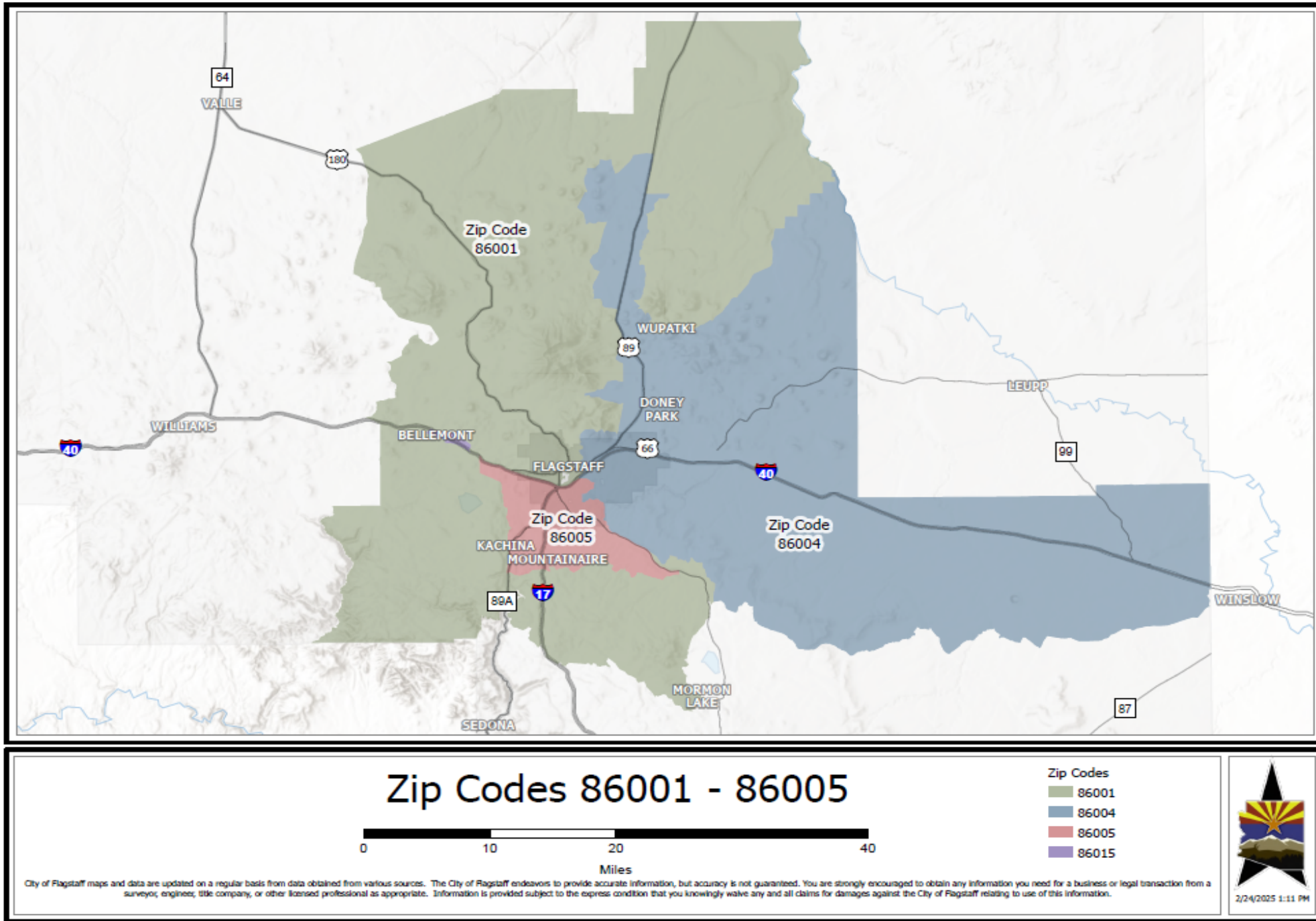
Average wait time to receive assistance varies

- Local Preference (except for Mainstream Vouchers)
- Voucher Program has an approx. wait time of 18-36 months or more

# Current Service Area

Zip Codes  
86001 -  
86005

The area  
where a  
Voucher  
Holder  
can lease

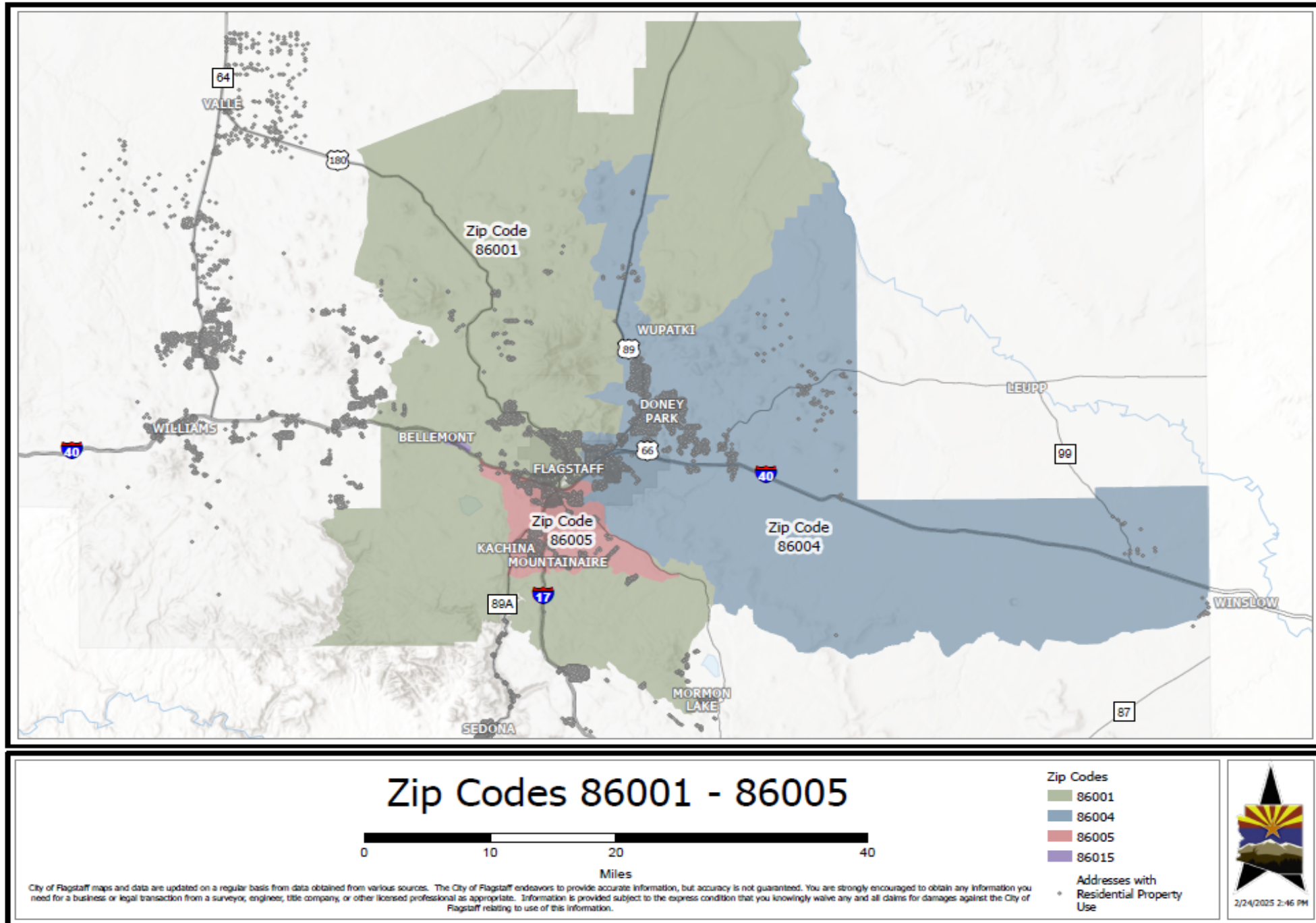




# Current Service Area

Zip Codes  
86001 -  
86005

The area  
where a  
Voucher  
Holder  
can lease



# MULTIFAMILY NEW CONSTRUCTION IN FLAGSTAFF



## **712 Units Completed in 2024**

600 market rate

112 affordable



## **564 Units Under Construction**

321 market rate

243 affordable



## **1917 Units Approved for Development**

January 2022 to Now

## THE REQUEST

The City of Williams and HUD have requested that the City of Flagstaff accept the voluntary transfer of Williams's voucher program of 50 vouchers



## WHY?

The City of Williams has concluded the HCV program is no longer independently viable in their community due to the decrease in available rental units and the limited administrative funding due to the program's relatively small size

## CONTEXT

- ❖ In recent years, fewer than 25 of the 50 vouchers allocated to Williams have been able to be utilized
- ❖ Williams has determined the rental housing stock in the community is no longer sufficient to support the utilization of all 50 vouchers
- ❖ Like many other communities, Williams has seen a decrease in long-term rentals as units are shifted to more profitable short-term rentals.

# CURRENT PROGRAM DYNAMICS

- ❖ No staff in place since September 2023
- ❖ 18-22 vouchers utilized (out of 50)
- ❖ Demographic data shows all voucher holders are extremely low-income except one household
- ❖ HAP has been paid by City of Williams
- ❖ No interim or annual certifications have been completed since September 2023
- ❖ All utilized vouchers are leased within Williams city limits



# HOW DOES A TRANSFER WORK?

- ❖ Specific HUD required criteria
- ❖ Approval of transfer from both surrendering & receiving agency
- ❖ Approval from state & national headquarters of HUD
- ❖ **Protection of current voucher holders**
- ❖ Timing – July 1 effective date
- ❖ Preservation of leasing ability in both service areas – to become one service area
- ❖ Legal, legal, legal

## HOW WILL THIS WORK?

- ❖ 50 general purpose vouchers will be added to the CoF Voucher Program
- ❖ There will not be a “Williams” and a CoF program, only a CoF program with 50 additional vouchers
- ❖ Rental housing stock in Williams is extremely limited. It is unrealistic to anticipate a significant increase in vouchers being leased in Williams

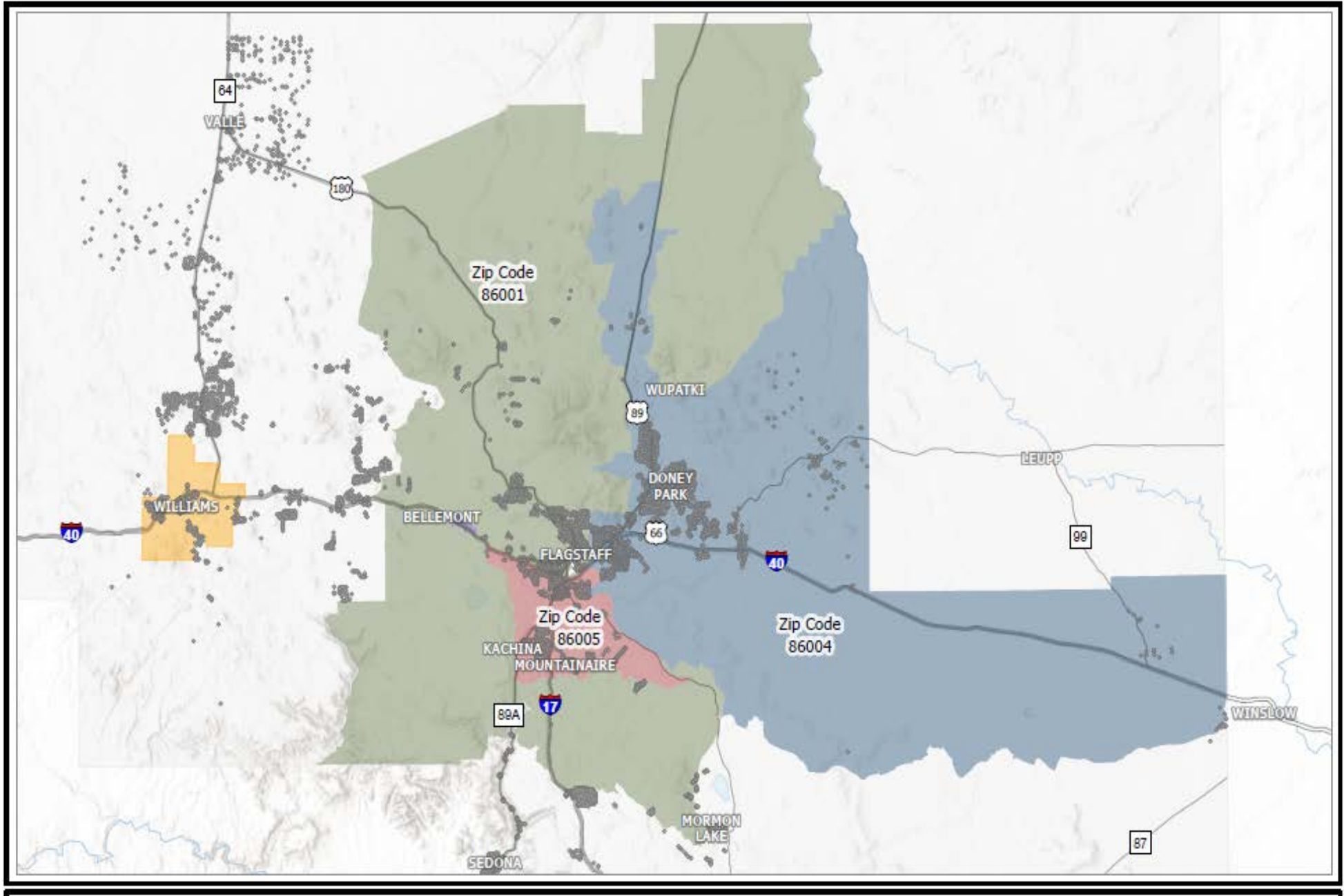
## HOW WILL THIS WORK?

- ❖ All currently leased vouchers stay that way – the only impact to Williams households is that they will now work with Flagstaff staff
- ❖ All unutilized vouchers can be issued to households on the waiting list
- ❖ All vouchers will be able to be leased up in our current service area and city limits of Williams



# Proposed Service Area

Adds  
Williams  
City Limits



## LET'S TALK ABOUT MONEY

- ❖ All voucher program funding from the City of Williams will transfer to CoF, including current and on-going funding, administration funding, HAP, restricted and unrestricted fund balances etc
- ❖ The addition of 50 vouchers, when fully utilized, will increase the voucher admin budget by approx. \$60,000 per year
- ❖ Financial analysis of the CoF Voucher Program shows a healthy budget

## WHAT ABOUT OUR STAFF?

- ❖ Current staff said yes, and the addition of a staff member will make it doable
- ❖ The additional admin funding will augment the funding necessary for adding a position within the voucher program
- ❖ Voucher Program already administering limited VASH Vouchers in Williams



# WHY WOULD WE DO IT?

- ❖ Increased resources in the community
- ❖ Increased service area for voucher holders to lease in
- ❖ Preserve housing resources in the area
- ❖ Program transfer / increasing service area will not require a daily staff presence in Williams
- ❖ City of Williams has agreed to provide furnished office space
- ❖ All significant risks will be mitigated, or transfer not accepted

# CONDITIONS OF ACCEPTANCE

CoF / CFHA to be **held fully harmless**, both financially and programmatically

- ❖ Technical assistance provided by HUD for:
  - ❖ Financial matters associated with the program transfer,
  - ❖ Transfer of participant records, tenant screening, and leasing requirements
- ❖ Ability to add other contingencies if need be

**HUD Phoenix field office director has provided a letter stating:**

This letter is to confirm that the Phoenix Office of Public Housing (PXOPH) in our **request to HUD that the Flagstaff Housing Authority (FHA) be held harmless for the impacts of performance deficiencies and HUD liabilities sustained by the Williams Housing Authority (WHA)** upon receipt of the full FHA Board of Commissioners and the City Council's resolution approving the transfer of the Section 8 Housing Choice Voucher (HCV) program. Additionally, our office will **request initial technical assistance for a period of six months to one year from the date of the approved transfer from HUD to assist FHA staff with financial matters associated with the program transfer and the transfer of participant records, tenant screening and leasing requirements** prescribed in HUD regulations at 24 CFR 982.

**HUD COMMITMENT (SO FAR)** |



## OTHER IMPORTANT INFO

- ❖ Williams Housing Authority Board / City Council has approved the transfer of the program
- ❖ Mutual agreement to hold joint meeting with current voucher holders and landlords to discuss the dynamics, answer questions, meet staff etc.
- ❖ Most, if not all, of the current voucher holders in Williams are informally aware of the potential transfer as our office has been getting calls for months from clients with questions.
- ❖ Staffing request has already been preemptively initiated

# TIMELINE

- ❖ Conversation with Williams and HUD began May/June 2024
- ❖ Housing Authority Board Discussion – January 16, 2025
- ❖ City Council Work Session – February 25, 2025
- ❖ Housing Authority Board – First week of March
- ❖ City Council Consideration – March 18, 2025
- ❖ Documents to HUD – April 1, 2025

# TIMELINE

- ❖ Documents to HUD – April 1, 2025
- ❖ HUD does what they do
- ❖ Transfer Date - July 1, 2025
- ❖ Once program transfer is approved and the finances are transferred, then outreach will commence, file transfer and clean up will take place



OPPORTUNITY  
TO EXPAND  
VOUCHER  
PROGRAM  
RESOURCES

Purpose of Presentation:

Discussion Item

*Staff is seeking feedback and  
direction*

# Opportunity to Expand Voucher Program Resources

## QUESTIONS?

